

AN ANALYSIS OF THE FUTURE ALTERNATIVES FOR THE
MONTEREY MARINA AND HARBOR

Steven Kenneth Long

Library
Naval Postgraduate School
Monterey, California 93940

NAVAL POSTGRADUATE SCHOOL

Monterey, California



THESIS

AN ANALYSIS OF THE
FUTURE ALTERNATIVES FOR THE
MONTEREY MARINA AND HARBOR

by

Steven Kenneth Long

Thesis Advisor:

R. von Pagenhardt

September 1973

Approved for public release; distribution unlimited.

An Analysis of the
Future Alternatives for the
Monterey Marina and Harbor

by

Steven Kenneth Long
Lieutenant, United States Navy
B.S., United States Naval Academy, 1967

Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN OPERATIONS RESEARCH

ABSTRACT

This thesis provides the City of Monterey a new approach with which to analyze the future alternatives of its Marina and Harbor.

Costs and benefits based on 1973 dollars are estimated for twenty year planning periods. Coordination between the Monterey City Council and the Monterey Marina Committee is emphasized and crucial to the analysis.

A sample twenty year financial and investment plan is provided and examined. Also included is a brief history of Monterey, its waterfront, and its Marina and Harbor.

ACKNOWLEDGEMENTS

The author would like to take this opportunity to thank those people without whom this thesis would have been incomplete.

From the staff of the City of Monterey, the Public Works Director, L. W. McIntyre and Finance Director, Ron Beach, provided invaluable assistance. Their offices were always available and willing to provide records and answers to all queries.

Dr. Robert von Pagenhardt and Mr. Gordon Lewis of the Monterey Marina Committee provided direction, inspiration, insight and many hours of assistance.

Mr. Dominic Grillo, a long time local resident and until recently full time commercial fisherman was very helpful in providing an insight to the views and feelings of the Monterey fishing community.

Mr. George Clemens, past City Council member and Mayor, was kind enough to lend time, material, and much memory.

Admiral Earl E. Stone of the Allen Knight Maritime Museum in Monterey provided access to a vast store of information.

TABLE OF CONTENTS

I.	INTRODUCTION TO THE MONTEREY MARINA AND HARBOR-----	7
A.	THE THESIS-----	7
B.	A HISTORY OF THE MONTEREY HARBOR AND THE MONTEREY MARINA-----	7
1.	Early Monterey-----	7
2.	The Fishing Industry-----	10
3.	The Marina-----	12
a.	Financial History of the Monterey Marina-----	14
(1)	A Funds Flow for the Monterey Marina 1960-1972-----	14
(2)	Berthing Rates and Revenues-----	15
C.	THE MONTEREY MARINA AND HARBOR TODAY----	16
1.	What They are and What They Provide-----	16
2.	Legal Formulation of the Monterey Marina-----	19
3.	Objectives of the Monterey Marina-----	20
a.	As presently conceived by the City Government-----	20
b.	As presently conceived by the users of the Monterey Marina-----	20
c.	As presently conceived by the people of Monterey-----	22
4.	A Cost/Benefit Analysis of the Monterey Marina and Harbor-----	22

D.	THE MONTEREY MARINA COMMITTEE -----	28
1.	What It Is-----	28
2.	Why It Was Formed-----	28
3.	Objectives of the Monterey Marina Committee ----	29
II.	THE PROBLEM - THE FUTURE OF THE MONTEREY MARINA AND THE MONTEREY HARBOR -----	32
A.	DECISIONS TO BE MADE BY THE CITY OF MONTEREY -----	32
1.	What Direction Should be Taken? -----	32
2.	What Programs Should be Incorporated? -----	33
a.	The Present Programs-----	33
b.	New Programs -----	34
c.	Additional Considerations -----	35
B.	THE PROGRAMS - LISTED AND DESCRIBED -----	35
III.	ANALYSIS OF THE PROGRAMS -----	38
A.	THE METHOD OF ANALYSIS -----	38
B.	THE COMPUTATIONS -----	39
C.	MATRIX OF OUTCOMES -----	44
IV.	CONCLUSIONS -----	46
A.	A SAMPLE 20 YEAR PLAN FOR 1973-1992 -----	47
B.	SOME SAMPLE CHANGES TO THE SAMPLE PLAN ---	48
APPENDIX A	DIAGRAM OF THE MONTEREY MARINA-----	50
APPENDIX B	AUDITS OF THE MARINA FUND 1960-1972----	51
APPENDIX C	CORRESPONDENCE BETWEEN CITY OF MONTEREY AND THE MONTEREY MARINA COMMITTEE-----	77

APPENDIX D	COMPUTATION AND JUSTIFICATION FOR THE COST/BENEFIT FIGURES OF SECTION I. C. 4 -----	126
APPENDIX E	STATE LOAN AND CITY CONTRIBUTION REPAYMENTS SCHEDULES -----	130
APPENDIX F	THE MARINA RATE STUDY-----	132
BIBLIOGRAPHY	-----	134
INITIAL DISTRIBUTION LIST	-----	135
FORM DD 1473	-----	137

I. INTRODUCTION TO THE MONTEREY MARINA AND HARBOR

A. THE THESIS

The author, having studied operations research for nearly two years and having been a naval officer interested in public affairs for ten years, began work on this thesis in the conviction that modern analytical techniques could beneficially be applied to public policy issues and that officers learning such techniques at the Naval Post-graduate School could make a significant contribution to the local government and citizenry. In this light, the problem of determining the future direction of the Monterey Marina is investigated.

B. A HISTORY OF THE MONTEREY HARBOR AND THE MONTEREY MARINA

1. Early Monterey

In 1521 the Philippine Islands were discovered. The treasures and highly profitable trade that Spain enjoyed from Manila eventually led to explorations for the faster and more efficient trade routes. In 1564 King Phillip II of Spain sent a fleet to investigate new routes for the Manila trade. It was soon discovered that the winds and currents favored a route from Manila to the northern coast of California over a direct route to Acapulco. Ports were desired in this area of California in order to replenish water and supplies before the second leg of the voyage on to Acapulco.

In 1602 the Count de Monte Rey was commissioned to survey the California Coast in search of suitable Spanish Galleon ports. In the same year Sebastian Vizcaino named Monterey Bay for his employer and wrote of that area in very glowing terms. He saw Monterey as an excellent port which was protected from all winds" and which had all the necessities for shipbuilding. He found the Indians which inhabited the area to be friendly. His overall description of Monterey, in particular its suitability as a port, was so favorable that when the Spanish returned over a century later, they were unsure of just where Monterey was.

Vizcaino's party was the last shipborne visitor to Monterey until 1770. It was then that the Spanish became worried of Russian encroachment into Spanish territory from the north. The Spanish decided to occupy several key areas of California - in particular San Diego and Monterey. They sent a four pronged expedition, two land groups and two seaborne groups, to the two areas. Father Junipero Serra and Don Gaspo de Portola were the religious and military leaders of that expedition.

Spain controlled Monterey until 1822 when the Mexican flag was first flown over Monterey. The Mexican Empire was first established in early 1821 but it took over a year for Monterey to learn of it and to change its allegiance.

In 1846 Admiral John Drake Sloat was commander of the United States Naval Forces in the Pacific. He was under instructions from Washington that should war break out with Mexico he should then seize various California harbors. Thus when the Mexican American War broke out Sloat sailed aboard the USS Savannah into Monterey harbor. On 7 July he landed with about 150 men and seized Monterey for the United States. He briefed his men with the following:

"We are about to land on the territory of Mexico, with whom the United States are at war. To strike her flag, and to hoist our own in the place of it, is our duty. It is not only our duty to take California; but to preserve it afterwards as a part of the United States at all hazards. To accomplish this, it is of the first importance to cultivate the good opinion of the inhabitants, whom we must reconcile."¹

Sloat's bloodless occupation of Monterey was the first claim by the United States on 600,000 square miles of new territory for the Union.

Thus, it is obvious that the sea had been the dominant factor in Monterey's early history. The sea has played no less a role in Monterey's recent development. The 20th Century has seen a large number of European families settle in the Monterey area. They have been primarily fishermen and are largely responsible for making Monterey what it is today.

¹ Reese, R. W., A Brief History of Old Monterey, December, 1969.

While it is known to have been built prior to 1890, the exact date of original construction of what is today Fisherman's Wharf is not known. The first wharf was a small pier and warehouse built to handle freight destined to the Del Monte Hotel and Bathhouse. At that time commercial fishing had yet to begin in earnest.

2. The Fishing Industry

The first large quantities of sardines in Monterey Bay were discovered about 1910. By 1911 the sardine industry was going strong in Monterey. The city became interested in obtaining ownership of Fisherman's Wharf from the Pacific Coast Steamship Company. By 1916 they had purchased the wharf and established the office of Wharfinger. The city immediately began to expand the wharf providing more services to the fishing fleet and to the freight business. By 1920 the wharf served as location for two warehouses, nearly 20 wholesale and retail fish outlets, a marine service station, a restaurant, and an abalone shell grinding business.²

In 1926 Wharf No. 2 was built with funds from a public bond issue. This wharf was built to handle the loading and unloading of cargo vessels. Most of this shipping was to or from the many fish canneries.

Thoughts of a breakwater were first addressed in public in 1929. By 1930 a 1300 foot breakwater was built to protect the fishing fleet. An additional 400 feet was added in 1934.

²Ibid.

By 1935 sardines had made Monterey. The catch that year totaled 230,500 tons. The sardine fleet consisted of 24 half-ring boats and about 60 purse seines with 10 canneries processing their catch. Fisherman's Wharf was beginning to show a slight change in that it now served as location for three restaurants, about 16 fish outlets, two marine machine shops and a fisherman's organization.³ Wharf No. 2 was still basically used for cargo vessel processing.

At the beginning of World War II Wharf No. 2 was almost exclusively used for wholesale fish businesses. Fisherman's Wharf was still changing but only slightly. It then had four restaurants, four marine service stations, two ship's chandleries, two marine machine shops, about 12 fish outlets, and a small boat rental business.⁴

The sardines began to disappear after World War II and with their departure Fisherman's Wharf converted very quickly to a tourist-oriented operation. By 1956 the users of Fisherman's Wharf included: eight restaurants, six gift and candy shops, a theatre, an aquarium, five snack bars and boat rental businesses, seven fish outlets, two marine machine shops, and a marine service station.⁵ Wharf No. 2 was still serving the wholesale fish businesses.

³Ibid.

⁴Ibid.

⁵Ibid.

At present the fishing industry of Monterey is carried out by about 120 local commercial fishing boats. Their main take is now rock cod for which they "drag". Salmon constitutes the secondary take for these fishermen. The 1973 season was the best salmon season of the past 20 years. It is noted that the Moss Landing Fishing fleet is primarily concerned in fishing for albacore while the San Francisco fleet drags for ling cod.

3. The Marina

In 1953 while presenting his final speech as President of the Monterey Chamber of Commerce, George Clemens recommended the establishment of a marina. He emphasized a need for a water-oriented recreational area and a need for protection to the fishing fleet.

The first serious attempt to give Monterey a Marina occurred in 1957. It was then that the citizens of Monterey were first asked to vote on a \$390,000 bond issue which would provide the funds for a Marina's construction. In May, and then again in August of that year, the bond issue was put before the people. In each instance a clear majority of the citizenry was in favor of the issue but in neither case was the necessary two-thirds vote obtained.

It is interesting to note that at that time the proponents of the Marina cited 300 applications for berthing space. They were further convinced that the harbor would be "self liquidating" revenue, would more than cover expenses, and that a mandate was given by the two majority votes for bond issue. The opponents, naturally, complained

of the tax burden and the fact that a Marina would only serve a small fraction of the people.⁶

The fishermen did not believe that the Marina would provide them any useful service. They did not believe that the Marina would provide sufficient protection from any storm of the magnitude of those which had ravaged Monterey in the 1930's. They were especially opposed to paying berthing fees when they had been mooring at no cost. Many fishermen advocated a new extended breakwater which would serve as a "real" protection against the bad storms. They believed that after this breakwater was installed a marina could be built at less cost and with less of the undesired impacts on the fishing community.

The city fathers agreed with the marina proponents and invoked the mandate they saw. In April of 1958 the City Council decided to build a marina with city funds assisted by a loan from the state's small craft harbor program. The state provided a \$300,000 loan in April of 1959. At that time the total cost for the entire Marina was estimated at \$425 to \$450,000. To further show the populace's approval of a Marina they elected a Mayor in May of 1959 who ran on a ticket advocating the use of public funds for the Marina.

In July of 1959 the City Manager of Monterey estimated a yearly profit of \$32,645.53 from the Marina. The total cost estimate had risen to \$575,040. Construction of the Marina began in October

⁶Monterey Peninsula Herald, 19 August 1960.

1959. In April of 1960 costs had risen to the point that the City Council abandoned plans for an auxiliary building, seawall, and launching ramps. This abbreviated Marina was completed in August 1960 and the Marina was dedicated in September. At the time of dedication there were 367 berths in the Marina of which 97 were rented. The total cost was slightly over \$600,000. The seawall and launching ramps were added in 1962. Total cost was then \$639,669 and the year's operation resulted in a \$24,133 loss. The auxiliary building (The Jolly Rogue Restaurant building) was built in 1964. This building includes, among other things, the offices of the Monterey Harbormaster. A second state loan was obtained in 1969 for an additional \$325,000. These funds were used for the construction of a new bulkhead wall.

a. Financial History of the Monterey Marina

(1) A Funds Flow for the Monterey Marina, 1960-1972

Sources:

- State Loans #1	300,000.00
#2	325,000.00
- Contribution from the General Fund	503,412.56
- Revenues	<u>1,195,457.87</u>
Total	\$2,323,870.43

Uses:

- Loan Payments #1	180,000.00
#2	26,000.00
- Contribution Repayment	3,231.60
- Expenditures	874,587.93
- Total Assets Undepreciated	<u>2,322,119.48</u>
	\$2,322,119.48

All figures taken from City Audits (Appendix B)

Note: The City of Monterey has spent just over \$700,000 to date.
The value of the Marina is over \$1.2 million.

(2) Berthing Rates and Revenues

The first berthing rates were approved in July of 1960. They ranged from \$10 to \$31. per month.⁷ These rates, as all subsequent rates, were determined by the amount of square footage of floatation used. The original rates were felt to be too high by the local fishermen who had been anchoring at no cost in the harbor. As a result only 68 of the 346 proposed berths were rented in August of 1960. The City Council was reported by the Monterey Peninsula Herald to be concerned over the rates.⁸ An article in the San Jose Mercury of 10 August 1960 stated that the local boatmen of Monterey would not pay the rates for the new Marina. In response the Monterey City Council was reported to be threatening to incorporate a \$5 per month fee for harbor mooring. The Council was also proposing a 5% reduction for commercial fishing vessels.⁹ The 5% discount would have been illegal in that the conditions for the original loan stipulated that there could be no discrimination among Marina users.

In September of 1960 the rates were cut 10% across the board and on the 11th of that month the Marina was dedicated with 97 berths rented.

⁷ Monterey Peninsula Herald, 6 July 1960.

⁸ Monterey Peninsula Herald, 10 August 1960.

⁹ San Jose Mercury of August 10, 1960.

The first rise in berthing rates occurred in FY 1966-67 when a 5% raise was instituted. The only raise since then has been the recent 25% raise, the consideration of which instigated the Monterey Marina Committee. It should be noted that discounts are granted for advanced quarterly (10%) or yearly (25%) payments.

A chart of yearly berthing revenues is shown in Figure No. 1.

C. THE MONTEREY MARINA AND HARBOR TODAY

1. What They Are and What They Provide

The Code of the City of Monterey defines the Monterey Marina as:

"That area bounded by the easterly edge of Municipal Wharf No. 1, the southerly edge of the frontal wall, the westerly edge of Municipal Wharf No. 2 and the northerly edge of the Municipal Parking Lot No. 1." *

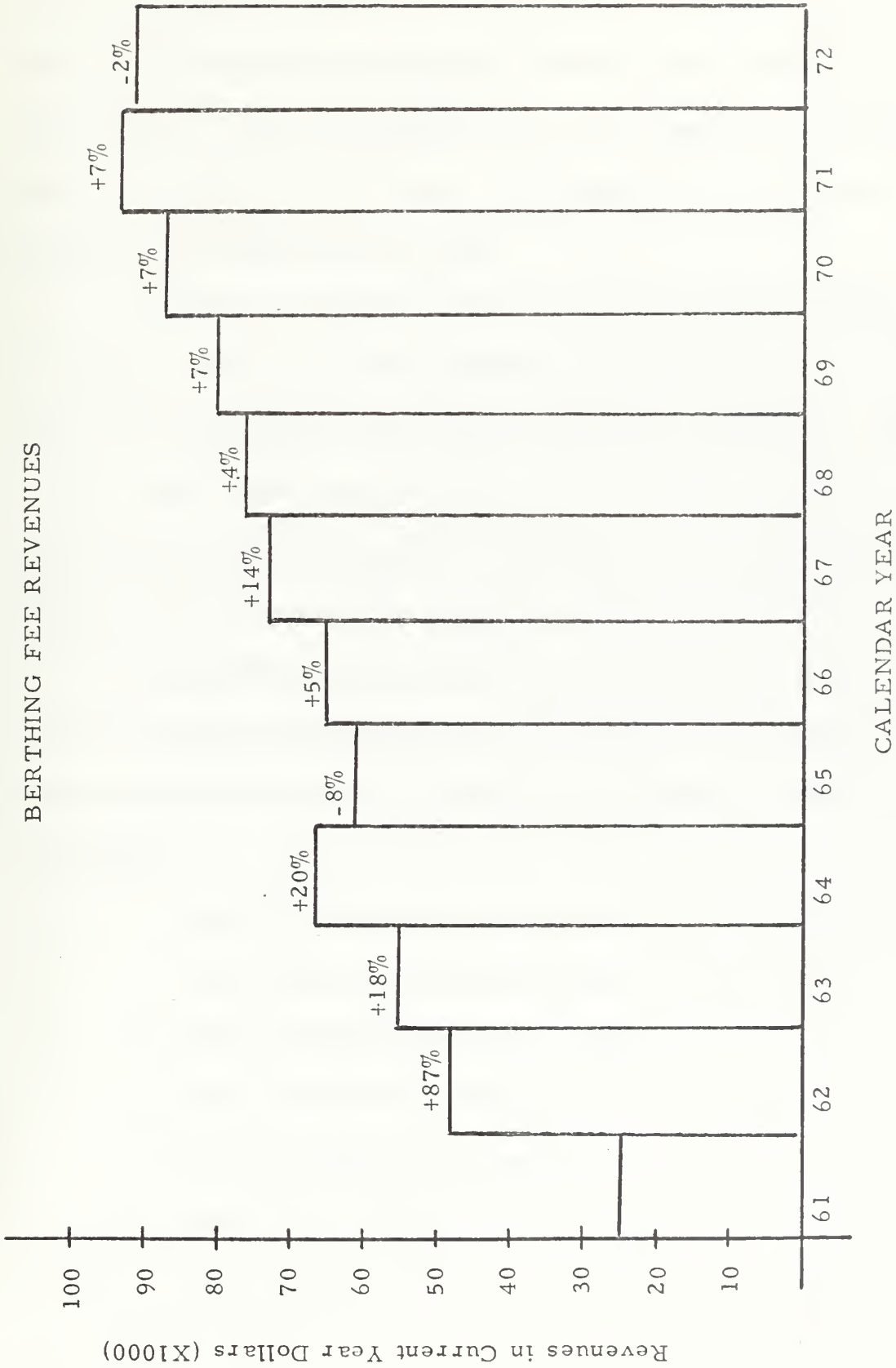
It further defines the Monterey Harbor as:

"That portion of Monterey Bay between the breakwater and Municipal Wharf No. 2, and within a straight line projected from the outermost point of the breakwater to the outermost point of Municipal Wharf No. 2." *

The Monterey Marina provides safe haven for a mix of 359 craft including 119 commercial fishing vessels. It offers two facilities for launching small boats and rents ground or deck space for the Monterey Peninsula Yacht Club, four restaurants, and a marine

*See Appendix A for diagram of Marina area.

BERTHING FEE REVENUES



insurance company. There are 358 parking spaces provided in the Marina area. Other services provided by the Harbormaster and his staff include twenty-four hour guard service, visitor assistance, garbage service. Services available from private concerns on Wharf #2 include fuel sales, grocery sales, etc. Electrical and telephone connections are available at each slip.

The Monterey Harbor is presently being used by 60 boats for mooring. The City nor the Marina provide any services to these boats. The boats must provide their own mooring weights and cables as well as their own transportation to and from shore. There is no fee charged to moor in the harbor, but section 17-49 of the City Code requires that each boat obtain a permit to moor in the harbor.

It should be noted here that in March of 1960 the Monterey Peninsula Herald wrote that the then City Manager "Coons feels the following facilities might be classified as necessities in harbor operations:

1. Launch facilities for small trailer - transported boats.
2. Boat and motor sales brokerage.
3. Marine and Hardware and Supplies.
4. Sale of petroleum products.
5. Bait and fishing tackle sales.
6. Snack bar or restaurants.
7. Rest Rooms
8. Ice Sales.

9. Bilge pump service.
10. Office Space.

while the following are desirable but not necessary:

1. Boat drydock and repairing.
2. Small boat rental.
3. Fish cleaning, canning, and smoking.
4. Lounge and showers for visitors.
5. Sleeping accommodations for visitors.
6. Grocery sales for visitors."

Obviously there are several services which Coons felt necessary or desirable which are not at the present provided. Several of these "missing" services are addressed under New Proposals in Section II, 2. b of this report.

2. Legal Formulation of the Monterey Marina

The Monterey Marina, having been built by the city with the assistance of state funds, is administered by the city within certain requirements of the state.

The state requires that a separate financial accounting be kept for any program which is assisted by a state loan. For this reason the Monterey Marina is audited under the Marina Fund* which is completely segregated from the city's General Fund. Thus it is by state law that all costs to the Marina and all revenues from the Marina must be credited to the Marina and so reflected in the Marina Fund.

*See Appendix B for the Marina Fund Audits, 1960-1972.

The City Council is ultimately responsible for the Marina. In normal circumstances the Council acts on the recommendations of the City Manager and his staff. The Public Works Director is especially involved in the construction and repair of the Marina's facilities. It is his office which normally makes the cost estimates for all such programs. The Financial Director is naturally intimately involved with the budgets, accounts and audits of the Marina Fund.

The office of Harbormaster was established for the day to day business of the Marina. The first Harbormaster was hired by the city in 1964. It is the Harbormaster who assigns berths, collects fees, oversees the Marina markers and watchmen, assists visitors, and all other associated duties.

3. Objectives of the Monterey Marina

a. As presently conceived by the City Government

The Monterey City Government presently sees little change in the objectives of the Monterey Marina and Harbor from the original objectives. Interviews with city officials reveal that provisions for protection of vessels (both commercial fishing and recreation), safety for all water related activities, and convenience of having these things right in Monterey are the objectives of the Marina and Harbor.

b. As presently conceived by the users of the Monterey Marina

The users of the Monterey Marina, commercial fishermen and pleasure boaters alike, feel that what they desire most from the Marina is protection of their vessels and the availability for use of their boats. They feel that the Marina should provide a mooring for their boats which is free from the effects of adverse weather conditions. They also feel the Marina should be guarded and safe at all hours of the day. The users also believe that the Marina should be kept in proper order and condition so that the services now provided will not be in jeopardy at any time in the future.

Many of the Marina users have a desire for new services and have personal feelings as to how improvements can be made. A consistent complaint among the Marina users is the unattractiveness and cumbersomeness of the present overhead cables. The city has made plans to "underground" these cables. Another consistent criticism from the pleasure boaters, especially the yachtsmen, is the lack of facilities for visiting boatmen. This complaint is addressed in one of the proposals made by the Monterey Marina Committee.

A much expressed desire of the fishermen and recreational boatmen has been for a drydock and boat repair facility. All that is available today is the hoist for small boats on Wharf No. 2. This offers very little for the periodic out-of-water maintenance and repair which is needed for all boats.

c. As presently conceived by the people of Monterey

A limited sampling of the people of Monterey reveals little preconceived attitudes regarding the Marina. The general thought is that if a Marina is to exist it should be functional and as efficient as possible. Although there are some individuals who see little need for a Marina, the large majority feel that the Marina is a good thing and are happy to have one in Monterey. The people, on the whole, do not know who runs the Marina or who pays for it. There is only a slight reaction when they learn of the contributions from the General Fund to the Marina Fund.

In general, the public feels that if it is to have a Marina then the Marina should function by providing the services for which it was built - protection, safety, and convenience. They are also very interested in the Marina being ecologically sound, consistent with Monterey's architecture, and attractive to the citizen and the tourist.

4. A Cost/Benefit Analysis of the Monterey Marina and Harbor

In order to properly investigate the future alternatives of any public service it is necessary to identify, as best as possible, all the benefits and costs attributable to the service.

It is by no means sufficient to observe only the monetary revenues and expenditures and call these the benefits and costs. It is obvious that the service itself is a benefit to the users and, perhaps, to the larger society. Such benefits are not fully accounted for in the

revenues from the public. The costs must contain any foregone benefits which, if the particular service were discontinued, could be provided with the now unused public funds. Surely it is easy to see that the benefits and costs of such public services as PG&E or Ma Bell cannot fully be found in their annual audits. There is no doubt that either of these services could greatly increase their rates with few if any cancellation of subscribers. Thus, carrying the argument one step further, it is clear that the public receives much more benefit from these services than the payments it makes to the parent companies. It is in this light that an attempt is made here to list and evaluate when possible all the costs and benefits of the Monterey Marina and Harbor.

It is interesting to note that in 1963 the City Manager attempted to defend his 1959 profit estimates with the following arguments. He stated that portions of the costs attributed to the Marina were not actual costs. He cited work done by other city departments which were charged to the Marina Fund. He further mentioned the increase in proprietary tax and sales revenues brought by the boats and boatmen of the Marina.¹¹ These very same arguments and several others were used ten years later by the Monterey Marina Committee in their first report and are refined and set forth here.

¹¹ Monterey Peninsula Herald, 1 April 1963.

THE MONTEREY MARINA

Benefits for the City

I. Monterey, Direct	<u>1972</u>	<u>1960-1971</u>
A. Revenue		
1. Berthing	92,305.82	825,200.27
2. Rents & Concessions	27,029.50	188,414.61
3. Electrical Services	--	16,153.13
4. Parking	30,790.06	133,448.88
5. Launching Ramp	4,319.45	19,594.65
6. Miscellaneous	4,725.75	12,646.50
B. Taxes		
1. Possessorary Interest Paid to City	954.67	--
2. County Personal Property Tax paid to City	8,182.39	--
C. Services		
1. Upkeep and Maintenance		
a. Material and part-time labor	6,995.82	18,723.00
b. Maintenance men	5,484.85	39,511.94
2. Upkeep and Maintenance of Public Roadways and Parks	--	--
3. Guard Services Provided to the City	3,456.83	24,902.48
4. Provisions of 4 Bus Parking Spots	1,642.41	6,569.64
Total Direct Monetary Benefits to the City	185,887.61	1,285,205.00

II. Monetary, Indirect

A. Taxes

1. Possessary Interest Paid to other than City (i. e., Schools, County Government Flood Control Airport	4,070.16	--
2. County Personal Property Paid to other than City	--	--

B. Economic Impact of Boat Owners Expenditures	--	--
---	----	----

III. Non-Monetary

- A. Scenic Beauty for Tourists
and Citizens
- B. Protection of City's
Waterfront
- C. Ecological Management of
Waterfront and Harbor as
well as related Parks and
Roadways

COST TO THE CITY

I. Direct Costs	1972	1960-1972
A. Management		
1. Harbormaster's office		
2. Other (Specify)	_____	_____
B. Operations		
1. Guarding		
2. Provisioning		
Water		
Electricity		
3. Parking		
4. Cleaning		
5. Other (Specify)	_____	_____
C. Maintenance		
1. Outer Walls		
2. Berths		
3. Pilings of Wharf #2		
4. Roadways		
5. Parks		
6. Launch Ramp		
7. Parking Facilities		
8. Other (Specify)	_____	_____
	<u>121,785.64</u>	<u>876,608.10</u>

II. Indirect Costs: Benefits Foregone

- A. Government Oversight -
 Time of City Council, etc.
- B. Transference of Beach area
 to North of Wharf #2
- C. Obstruction of vista by Wharf
 & Boats.

The above benefits and costs are justified and computed in Appendix D.

The blank spaces indicate categories for which there is no existing data. In several cases, in particular direct costs, the totals are available from the Marina Fund audits but the breakdowns are not available in the categories listed here. It is believed by this author that the breakdown used in this analysis would allow for easier planning in future decision making situations. The author thus recommends that the City Audits for the Marina Fund be altered or amended to reflect the suggested breakdowns.

In any cost-benefit analysis it is necessary to delineate for whom the costs and benefits are computed. In this analysis it is the City of Monterey and more specifically the City Corporation. This creates a few apparent inconsistencies in that some costs and benefits seem to be for the people of the City of Monterey. These apparent inconsistencies occur in the Non-Monetary headings for costs and benefits. This writer feels that these costs and benefits are somewhat intangible and perhaps can never be accurately and completely computed. This writer further feels that although these costs and benefits are more directed at the people they can also be construed as contributing to the cost and benefits for the City Corporation.

D. THE MONTEREY MARINA COMMITTEE

1. What it is

The Monterey Marina Committee is simply a group of commercial fishermen and recreational boatmen from the Marina, and concerned citizens who are interested in improving the Monterey Marina.

It is an Ad-Hoc committee which has no legal formulation and no official structure. It has no financial basis nor is it sponsored by, or affiliated to, any other special interest group.

It is unofficially chaired by Mr. Gordon Lewis and Dr. Robert von Pagenhardt.

2. Why it was formed

As the Monterey Marina grew and developed it naturally generated some unexpected problems. Many of these problems were quickly resolved by the City Staff or the Harbormaster's Office. However, as time passed there were an increasing number of complaints, suggestions and desires generated by the Marina users which weren't completely satisfied by the administrators of the Marina. Naturally those people having similar criticisms joined together. However, there was no single cause or single group uniting the Marina users.

In late 1972 and the early months of 1973, upon review of the Marina Fund accounts, the Monterey City Manager decided to recommend to the City Council an increase of berthing rates for all Marina

slips. An across the board 25% rate hike was proposed. The public release of the City Staff's intentions to raise the rates served as a catalyst to unite all the concerned Marina users into what is now called the Monterey Marina Committee.

3. Objectives of the Monterey Marina Committee

The stated objectives of the Monterey Marina Committee are to improve the Monterey Marina and ensure the best possible administration of the Marina. The first united efforts of the Committee were directed at an analysis of the proposed 25% rate hike. As the members of the Committee worked together their interests expanded beyond the single issue of the berthing rates. Their investigations of the need for a berthing rate increase exposed the Committee to many aspects of the Marina's management which they had never considered. The Committee began to look into the overall plan of the City's management of the Marina.

The Committee's first "official" product was "The First Report of the Monterey Marina Committee - Initial Findings and Recommendations." That report was authored by this writer who through his association with Dr. R. von Pagenhardt first became involved with the Monterey Marina Committee. This author has from that time attempted to serve the Monterey Marina Committee as an analyst but not necessarily as an advocate.¹²

¹² Caywood, T. E., and others, "Guidelines for the Practice of Operations Research," Operations Research, v. 19, p. 1123-1257, September 1971.

The Committee presented its "First Report" to the Monterey City Council in March 1973. Dr. von Pagenhardt and Mr. Gordon Lewis served as spokesmen. The report was an attempt to reveal the real costs and real benefits provided to the City of Monterey by its Marina. It included a first attempt at a 20 year master plan for the Marina. It explored MMC proposals which if incorporated would increase Marina revenues by 22,250 annually with almost negligible cost.

The Monterey Marina Committee has two chief desires at the present time. The first is to ensure the adoption of a system of accounting, budgeting and planning that will clearly relate to the purposes served by specific expenditures. The second is to pursue, with the City Government, a forward looking Master Plan for the Monterey Marina. The Committee feels that the City Government is too reaction orientated when they should be more future orientated.

In its first report the Committee listed six principles to which it feels the City Management should strive in its governing of the Monterey Marina. They are:

1. The Monterey Marina is a Public Asset, Public Service, and Public Utility
2. The Monterey Marina is a Distinct Trust for which the City Council, of course, bears ultimate fiduciary responsibility.

3. The Monterey Marina operates on a Self-Supporting Basis
4. The Monterey Marina's costs should be allocated accurately and fairly in order to assist better management
5. The benefits received from the Marina by the City should be visible in the system of accounts, budgeting, and planning.
6. The Monterey Marina's accounts, budgets and plans should indicate clearly: "For What Purposes" and "At What Cost."

The Monterey Marina Committee has repeatedly stated that it desires to work with the City and not against it. The Committee feels that the best way for it to make the desires of its members known is to meet with the City on a regularly scheduled basis. It believes that once a Master Plan for the Marina is written the city and committee should meet annually in order to review and up-date the Plan.

II. THE PROBLEM - THE FUTURE OF THE MONTEREY MARINA AND MONTEREY HARBOR

A. DECISIONS TO BE MADE BY THE CITY OF MONTEREY

1. What direction should be taken?

In order to decide wisely the future of the Monterey Marina, it will be necessary for the City Council to consider the directions available and their foreseeable consequences.

Naturally, to answer this question one must first determine what the objectives of the Marina are. As discussed earlier there are varying views as to what these objectives are and what they should be. Some of the common objectives are safety for boatmen, protection of vessels, services to the community, and tourist attraction. Even if only these objectives are considered it is not enough to sufficiently define the proper path for the future.

The City Council must decide if it wishes to merely keep up, expand and compete with other marinas on a large scale, or to strive for some interim position. The extremes are easily discarded as being too expensive for the resulting benefit. A decision to merely exist implies little or no preventive maintenance or improvements. This will quickly lead to a marina which will be of little or no benefit to anyone. Thus, regardless of its magnitude, the costs will outweigh the benefits. The other extreme of a largely expanded Marina will

provide too little marginal benefit for the large additional costs. It is obvious that the optimum lies somewhere in between the extremes. To find the true optimum may, in fact, be impossible but an attempt to approach it should be made.

It is noted that the option of having no Marina is not addressed in this analysis. In all the interviews and investigations made by this writer there have no justifiable reasons to abandon or remove the Marina. For one reason or another the people of Monterey, the City Government, and the users of the Marina wish to see the Marina continue.

2. What Programs should be incorporated

a. The Present Programs

In July of 1972 the Public Works Director of Monterey, Mr. L. W. McIntyre, sent to the Monterey Marina Committee a letter which included the City's "Marina Rate Study." This study was

" . . . undertaken to determine whether the Marina berthing rate schedule and other Marina fund revenues are realistically set, that is, that revenues meet all Marina Fund expenditures. "

The study covered a 20 year period commencing in 1972. It concluded a \$615,000+ deficit even after a 25% berthing rate raise in 1972 followed by three 20% raises in 1977, 82, and 87. This study is examined in Appendix F of this thesis.

Included in the "Marina Rate Study" were the following programs:

1. Continued Maintenance and Operations
2. Wall replacement
3. Holding Tank Installations
4. Slip replacement - including "undergrounding"
of the overhead cables
5. New Slip Construction - D-tier
6. New Slip Construction - Bulkhead Wall

Of these programs only Maintenance and Operations is presently included in the Marina Fund Budget. It is assumed that the other four programs will be included in the budget at different times in the future.

The "Marina Rate Study" is the only indication of advanced planning by the City Government concerning the Monterey Marina. For this reason, it is assumed that unless there arises sufficient stimulation by such groups as the Monterey Marina Committee the "Marina Rate Study" programs will be the only programs considered by the City in its governance of the Marina.

b. New Programs

Programs suggested by the Monterey Marina Committee which are not presently in the city's plans include:

1. Frontal wall new slip construction
2. Dry dock and boat storage facilities
3. Coast Guard sand fill area usage
4. New revenue producing proposals

c. Additional Considerations

In addition to the aforementioned programs the Marina under the administration of the City must repay the two state loans.⁶ Also to be considered is the contribution of \$503,412.56 given the Marina Fund by the City's General Fund over the first 13 years of the Marina's operations. Legally the contribution is a loan given at 3% interest,⁷ but to this date no demands have been made for repayment. (\$3231 was repaid in 1965) Although there has been no official decision, it is possible that the City will never ask for repayment and will simply write off the contribution. Nonetheless the contribution is considered in the following analysis and the effects of repayment or no repayment investigated.

B. THE PROGRAMS - LISTED AND DESCRIBED

1. Maintenance and Operations:

This provides for the continued operations and maintenance of the Marina in a manner similar to the present.

2. Wall Replacement:

This provides for the replacement over a 10 year period of the existing Frontal and East Walls.

3. Holding Tank Installation:

This provides for the installation of dock side disposal facilities for the use of all Marina members.

⁶See loan schedules

⁷See repayment schedule for contributions

4. Slip Replacement:

This provides for the complete replacement over a 15 year period of all existing slips.

5. New Slip Construction - D-tier:

This provides for the addition of 14 new berthing slips at the end of D-tier.

6. New Slip Construction - Bulkhead Wall:

This provides for the addition of 26 new berthing slips along the Bulkhead Wall.

7. New Slip Construction - Frontal Wall:

This would provide for 20 new berths along the new frontal wall. It must be noted that there have been initial "feelers" between the City and the Navy concerning Navy assistance in this program. In return for several permanent berths the Navy would provide funds for construction. It must further be stated that no definite commitments have been made at this date.

8. Dry Dock and Boat Storage Facilities:

This would provide facilities for modern boat repair. It would include such equipment as cranes, slings, hoists, ramps, dry docks, and many other capital investments. The physical space required for such a facility is naturally quite large. At this time there is no such facility in Monterey. In order to remove a medium or large size boat from the water for normal maintenance, it is now necessary to travel

many miles. The size and convenience of the Coast Guard Land Fill area makes it a logical choice for the location of a Dry Dock and Boat Storage facility.

9. Coast Guard Land Fill Area:

This would provide for the City's use of the Coast Guard Land Fill should it come under the city's authority.

There are two proposals which are most widely considered. The first is to use the land fill area for the dry dock and boat storage as discussed in program #9. The second proposal is to relocate the Allen Knight Maritime Museum and perhaps dock a full sized sailing ship alongside the land fill.

10. Monterey Marina Committee Revenue Proposals:

This includes four separate revenue increasing proposals. The proposals are for new services which are desired by many of the present Marina users. The areas concerned include parking, mooring and visitor services.

11. The State Loans:

This provides for repayment of both state loans.

12. The General Fund Contribution:

This provides for repayment of the contribution from the Monterey General Fund.

III. ANALYSIS OF THE PROGRAMS

A. THE METHOD OF ANALYSIS

To help determine what tack the Monterey Marina should take this writer proposes that a method be devised to determine the benefits and costs of each program under consideration. After the costs and benefits are determined it will be possible to investigate different plans combining all or some of the individual programs. Obviously, any overall plan which uses programs with total benefits greater than total costs is superior to a plan with the opposite relationship. Of course, no two plans can be compared unless their outputs or effectiveness are equal.

To assist in analyzing the different programs the monetary revenues and expenses must be computed. For this thesis the total revenues and expenses for a twenty year period are computed. An attempt is made to overcome the uncertainty of inflation over the twenty years by using a proposal made to the City by the Monterey Marina Committee. The committee has proposed that the City and Committee meet at least once a year and adjust berthing rates according to some index of the year's inflation or deflation. This study assumes that such an adjustment is made every year. Thus, if the same number of berths are available and rented, then the revenues will remain constant in terms of the base year (1973) dollars. By the same reasoning, normal operating expenses

will remain constant in base year dollars. The author feels that this method is superior to the assumption of one interest rate which is used for each of the twenty years considered.

It must be reiterated that the monetary revenue and expenses are only the beginning of the total cost and benefit picture.

B. THE COMPUTATIONS

The computations for 1973 dollar revenues and expenses for each program are shown below:

1. Maintenance and Operations

Costs: 1972 maintenance and operations costs = \$121,785*
Inflated at 5% for 1 year = \$127,874
Over 20 years = (20) (\$127,874) = \$2,557,480
in 73 dollars.

Revenues: For 1972*

Berthing =	\$ 92,305
Rents =	27,629
Parking =	30,790
Fees =	4,319
Misc. =	4,725
	<u>\$159,768</u>

For 1973

Berthing =	\$115,381 (includes the 25% rate hike)
Rents =	27,629
Parking =	30,790
Fees =	4,319
Misc. =	4,725
	<u>\$182,844</u> in 73 dollars

Over 20 years = (20) (182,844) = \$3,656,880

*1972 figures are taken from the 1972 Audit of the Marina Fund
(See Appendix B)

2. Wall Replacement

Costs: Original walls cost - \$274,700 in 1959

Inflated at 5% for 14 years = \$544,000 in 73 dollars

Revenues: No new revenues generated by wall replacement.

3. Holding Tank Installation

Costs: One time costs for all tanks = \$10,000

Revenues: No new revenues generated by tank installations.

4. Slip Replacement

Costs: Original slip cost = \$232,834 in 1960

Inflated at 5% for 13 years = \$439,000 in 73 dollars

Revenues: No new revenues generated by slip replacement.

5. Construction of New D-Tier Slips

Costs: City estimate of construction cost in 1974 = \$27,000.

Discounted at 5% for 1 year = 25,700 in 1973 dollars.

Revenues: 14 new berths (24½ ft x 12 ft) yields (14) (\$284.50) =
\$3983.00 additional revenue each year in use.

. If built and rented in 1974 they would produce (19) (3983.00)
= \$76,677 additional revenue for the twenty year
period 1973-1992.

6. Construction of New Bulkhead Wall Slips

Costs: City estimate of construction cost in 1974 = \$50,000.

Discounted at 5% for 1 year = \$47,600 in 1973 dollars.

Revenues: 26 new berths (36 ft x 14 ft) yield (16) (369.00) =
\$5,903.00 additional revenue each year in use

. If built and rented in 1974 they would produce (19) (5,903) =

\$112,176 additional revenue for the twenty year period
1973-1992.

7. Construction of the New Frontal Wall Slips

Costs: City estimates of construction cost in 1974 =

\$50,000. Discounted at 5% for 1 year = \$47,600 in
1973 dollars

Revenues: 20 new berths (35 ft 9 in. x 12 ft) yields (20)

(355.50) = \$7,110 additional revenue each year in use

. If built and rented in 1974 they would produce (19) (7,110) =

\$134,090 additional revenue for the twenty year period
1973-1992.

8. Dry Dock and Boat Storage Facilities

There are no cost estimates available for this program due to
the lack of any definitive decisions on where these facilities might be
located.

There are no revenue estimates available for this program.

9. Coast Guard Land Fill Usage

Although there would probably be no cost to obtain this land,
the costs to construct any facility would be required for this analysis.
There are no estimates for these construction costs as there has been
no decision made regarding this question.

There are no revenue estimates for this program.

10. The Monterey Marina Committee Proposals

Proposal #1 - Enclose the 123 space gated parking lot with an environmentally acceptable fence and offer permit parking and protected small boat storage. Issue permits for 50 small boats at \$12 per month and 73 cars at \$6 per month. This parking lot is adjacent to the Jolly Rogue Building.

Proposed Revenue:

100% occupancy = \$12,456/year

Present Revenue:

from present 50¢ fee = \$4,200/year

Additional Revenue \$8,256/year

Note: The cost of the fences is not considered
: 34% occupancy of proposed lot will yield the
present \$4,200/year

Proposal #2 - Issue 77 additional parking permits to boat owners leasing Marina berths. These 77 permits added to the 73 of the gated lot proposal and the 16 present permits will total 166. This is the amount of parking spaces recommended by the Harbormaster in his letter of 15 December 1972 (Appendix C).

Proposed Revenue:

77 x \$6/month x 12 = \$5544.00/year

Present Revenue:

77 metered spots account
for $\frac{77}{534}$ of the meter
revenue, \$25,000 = \$3620.00/year
(See letter of 7 Feb 1973
Appendix C)

Additional Revenue: \$1924/year

Proposal #3 - Of the 20 berths to be built along the Frontal Wall use 12 for a transient facility and 3 for dinghy storage. The transient facility would provide phones, maps, charts, bulletin boards, local information and other services to the visiting boatman. The area would be gated. The city's letter of 7 February 1973 (Appendix C) shows visitors vary from a low of 39 in December to a high of 136 in July. Conservative estimate of usage for the 12 proposed visitor spots would be 66%. A daily rental of \$5 is proposed.

Proposed Revenue:

100% occupancy = \$21,600/year

∴ 66% (21,600) 14,040/year

Present Revenue

If rented at present rates 7,110/year

Additional Revenue 6,930/year

Proposal #4 - Provide dinghy storage and holding tank access to all boat owners moored in the outer harbor. Charge a \$3/month fee for the mooring permit.

Proposed Revenue:

from 60 boats \$2,160/year

Present Revenue 00/year

Additional Revenue \$2,160/year

Note: The fishermen of the Monterey Marina Committee have expressed a desire for this service and a willingness to pay the proposed fee.

Total Additional Yearly Revenue	8,256
	1,924
	6,930
	2,160
	<u>19,270/year</u>

20 Year Revenue from the Proposals

$$(20) (19,270) = \underline{\underline{\$385,400}}$$

11. State Loan Repayment

The State Loan Repayment Schedules are given in Appendix E.

For the 20 year period 1973-1992 the payments in 1973 dollars total \$376,300.

12. City Contribution Repayment

A sample repayment schedule is shown in Appendix E. For the 20 year period 1973-1992 the payments in 1973 dollars total \$355,800.

C. MATRIX OF OUTCOMES

Program	Revenues	Expenditures	Surplus (+ or -)
1. Maintenance & Operations	3,656,800	2,557,480	+ 1,099,400
2. Wall Replacement	0	544,000	- 544,000
3. Holding, Tank Installation	0	10,000	- 10,000
4. Slip Replacement	0	439,000	- 439,000
5. D-Tier New Slips *	76,677	25,700	+ 50,977
6. Bulkhead New Slips *	112,176	47,600	+ 64,576
7. Frontal Wall New Slips *	134,090	47,600	+ 86,490
8. Dry Dock & Boat Storage	?	?	?
9. Coast Guard Land Fill	?	?	?
10. MMC Proposals	376,300	?	+ 376,300
11. State Loan	0	376,300	- 376,300
12. City Contribution	0	355,800	- 355,800

*These three programs call for new slip construction which will require considerable allocations from the Marina Fund which might otherwise

be invested and drawing interest. Therefore, to be complete, before deciding to instigate any of these programs one should consider the amount of interest foregone by not investing the money elsewhere.

It must be mentioned that all new berth constructions are completed in 1974. All new berths are immediately rented and remain rented for the remainder of the period. The letter of 7 February 1973 from the Public Works Director shows a waiting list of 354 boats. (Appendix C)

It must also be pointed out that the figures for Maintenance and Operations are extrapolations of the present accounting system. These figures will necessarily change should the City reevaluate its system of accounting to properly reflect the true Costs and Benefits as suggested in Section I. C. 4.

A plan for the next 20 years might include any combination of the above programs or program heretofore not considered. To determine the overall surplus (or deficit) for a plan the simple total of the surplus column for the particular programs is all that is needed. A positive number reflects an excess of revenues over expenses while a negative number indicates an inability to meet expenses with revenues. The intangible benefits and costs are not shown here. These additional factors must be included in any overall decision. There are instances where monetary deficits may be tolerated if the services provided by the plan is beneficial enough to justify it.

IV. CONCLUSIONS

This writer supports the proposal of the Monterey Marina Committee which calls for the formulation of a 20 Year Master Plan which will allow planning, programming, and budgeting on a year to year basis. The City's twenty year "Marina Rate Study" is a start but as shown in Appendix F this writer feels it is lacking in too many areas. The major shortcoming of the study is that it allows for no change - it will either stand for 20 years as it is or it will fail and be discarded.

This author feels that the City and the Committee should develop a mutually satisfying 20 Year Master Plan and with semiannual meetings discuss the past six months and the following twenty years. The "Plan" should be one which allows for change when it is necessary and desired. It should consider each program with a common basis, so that new programs can be compared to old programs. The common basis will also allow for replacement of one program by another on the basis of marginal productivity comparisons.

The semi-annual meetings should be used to update all actual costs and benefits as well as all future cost and benefit estimates. Thus a program developing a problem will be spotted before the problem is too large. It is felt that this constant review will produce much more pleasing results than the present administration of Marina programs.

As it stands now, programs are not reviewed until they are completed or until any associated problem is so fully developed that the program is probably doomed.

A. A SAMPLE 20 YEAR PLAN FOR 1973-1992

The following eight programs might be a typical plan:

	<u>Revenue</u>	<u>Expenditure</u>
1. Maintenance & Operations	3,656,880	2,557,480
2. Wall Replacement	0	544,000
3. Holding Tank Installations	0	10,000
4. Slip Replacement	0	439,000
5. D-Tier New Slips	76,677	25,700
6. Bulkhead New Slips	112,176	47,600
7. Frontal Wall New Slips	134,090	47,600
8. State Loan Repayment	<u>0</u>	<u>376,300</u>
	3,979,823	4,047,680

For this plan dollar expenditures exceed dollar revenues by \$67,857. Should the overall costs and benefits of this plan be such that the City Council and Monterey Marina Committee agree that it is the best plan for the Marina, then a rate increase might be in order. This rate increase would be 2.48% as this percentage of the annual berthing revenue of this plan yield \$3,393 per year or \$67,860 over a twenty year period. Thus with the 2.48% rate hike the sample plan would monetarily pay for itself.

B. SOME SAMPLE CHANGES TO THE SAMPLE PLAN

It might well be necessary to alter the above sample plan as more information is obtained. As an example, suppose the Navy decides to finance the frontal wall berths in exchange for 5 rent-free berths and the City decides the contribution to the General Fund should be repaid. The following alterations to the sample 20 Year Plan would yield:

	<u>Revenues</u>	<u>Expenditure</u>
1. Maintenance & Operation	3,656,800	2,557,480
2. Wall Replacement	0	544,000
3. Holding Tank Installations	0	10,000
4. Slip Replacement	0	439,000
5. D-Tier New Slips	76,677	25,700
6. Bulkhead New Slips	112,176	47,600
7. Frontal Wall New Slips	101,317.50*	0
8. State Loan	0	376,300
9. City Contribution	0	355,800*
	<u>3,946,870.50</u>	<u>4,047,880</u>

Thus there would be a dollar deficit of \$83,009.50 over the 20 years.

In this case an increase of 3.07% would be necessary to meet dollar expenditure with dollar revenues.

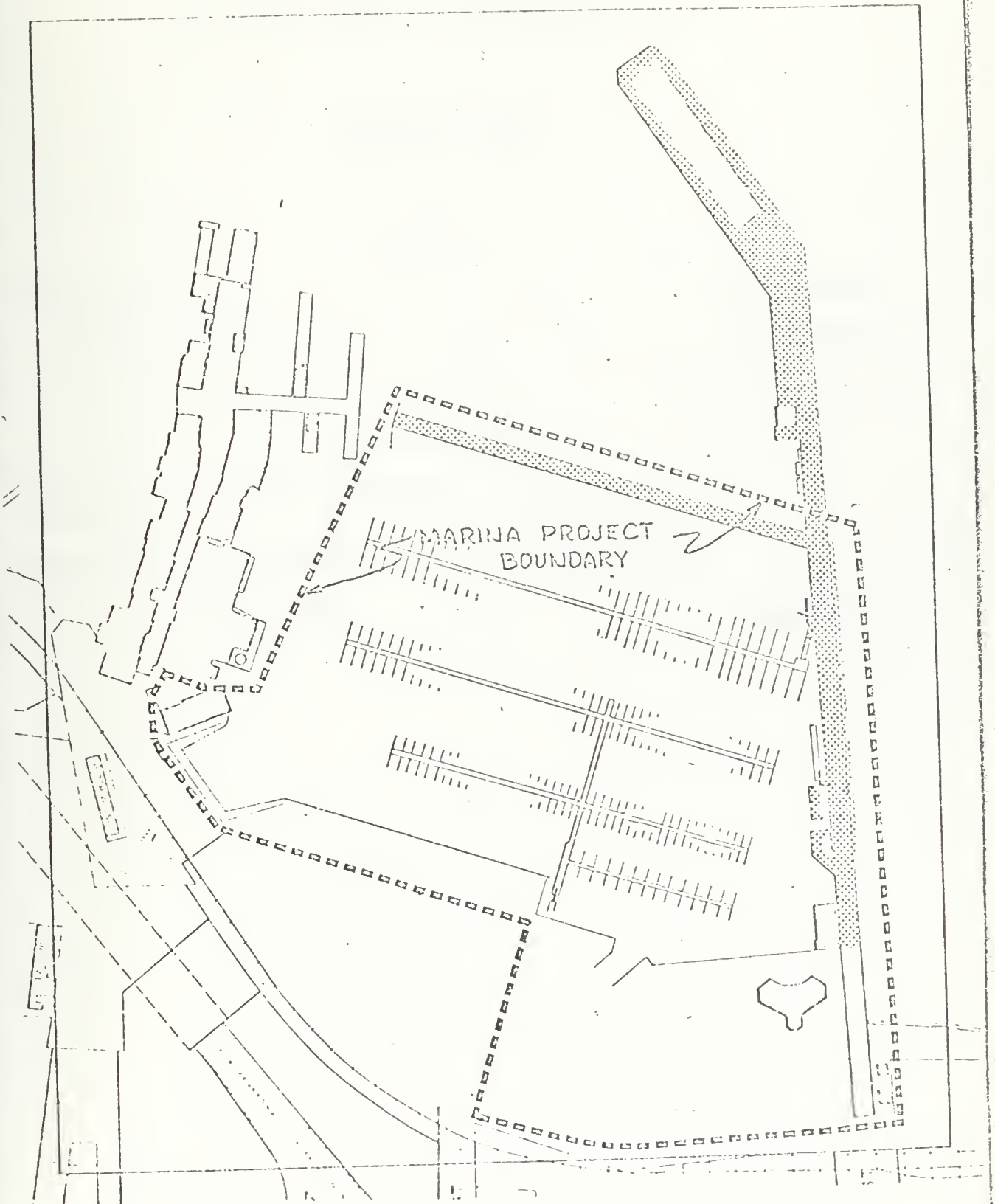
Should the four revenue increasing proposals of Program #10 be incorporated in the above 20 year plan there would be an increase of expected dollar revenues to a total of $\$3,946,870.50 + \$445,000 = \$4,391,870.50$. Thus the 3.07% raise would not be necessary. In fact

a profit of \$243,990.50 would be realized over the 1973-1992 period.

Of course, there would then be those Marina users who would ask for a rate reduction.

APPENDIX A

DIAGRAM OF THE MONTEREY MARINA



APPENDIX B

AUDITS OF THE MARINA FUND 1960-1972

Exhibit 0

CITY OF MONTEREY SMALL CRAFT HARBOR CONSTRUCTION FUND

BALANCE SHEET JUNE 30, 1960

ASSETS

Cash in Bank	<u>\$34,840.90</u>
Total Assets	<u>\$34,840.90</u>

FUND BALANCE

Proceeds of Loan from State of California	\$300,000.00	
Expenditures During Current Year	<u>265,159.10</u>	
Balance - June 30, 1960		<u>\$34,840.90</u>

CITY OF MONTEREY
MONTEREY MARINA LOAN FUNDBALANCE SHEET
JUNE 30, 1960

ASSETS

Amount to be provided from Monterey
Marina revenues\$300,000.00

Total Assets

\$300,000.00

LIABILITIES

Loan payable to State of California

\$300,000.00

Total Liabilities

\$300,000.00

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1961

ASSETS

Cash in bank		\$ 1,183.38
Fixed Assets	\$582,986.72	
Less Accumulated Depreciation	<u>29,611.18</u>	
Net Value of Fixed Assets		<u>553,375.54</u>
Total Assets		<u>\$554,558.92</u>

LIABILITIES, CONTRIBUTIONS AND FUND BALANCE

Liabilities

Loan Payable - State of California	\$285,000.00
------------------------------------	--------------

Contributions and Fund Balance

Contributions from General Fund	\$327,734.45
Fund Balance - Deficit (Exhibit N-2)	<u>(53,175.53)</u>
Net of Contributions and Fund Balance	<u>234,558.92</u>

Total Liabilities, Contributions
and Fund Balance

\$554,558.92

671,707.42

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1961

Revenues

Rental from berths	\$ 24,970.25
Rent from concessions	2,102.19
Miscellaneous	62.97
Total Revenues	<u>27,235.41</u>

Expenditures

Salaries	20,596.28
Repairs - outer walls	12,337.18
Interest	8,803.75
Grading	7,220.52
Insurance	2,900.72
Operating supplies	1,576.15
Printing and postage	604.11
Gas and electricity	666.32
Civil defense purchases	416.01
Office supplies	193.91
Water	174.10
Telephone	111.41
Repairs - berthing facilities	77.30
Auto allowance	60.00
Dues and publications	25.00
Total Expenditures	<u>56,330.66</u>

Deficit resulting from excess of
expenditures over revenues

Net Expense (29,094.35)

Depreciation

Expense (29,622.13)

Total Deficit

-(58,716.53)

CITY OF MONTEREY
MONTEREY PARILLA FUND

BALANCE SHEET
JUNE 30, 1962

ASSETS

Cash in Bank		-0-
Fixed Assets	\$639,667.26	
Less Accumulated Depreciation	<u>72,139.25</u>	
Net Value of Fixed Assets		<u>\$567,528.01</u>
 Total Assets		 <u><u>\$567,528.01</u></u>

LIABILITIES, CONTRIBUTIONS AND FUND BALANCE

Liabilities		
Loan Payable - State of California		\$270,000.00
Contributions and Fund Balance		
Contributions from General Fund		
Balance - July 1, 1961	\$327,764.46	
Additional contributions during the year	<u>74,925.72</u>	
Total Contributions from General Fund		402,700.07
Fund Balance (Deficit) - July 1, 1961	(52,925.53)	
Deficit for the year ended June 30, 1962 (Exhibit A-2)	<u>(46,235.13)</u>	
Total Deficit		<u>(105,170.66)</u>
Total Liability, Contributions and Fund Balance		<u><u>\$567,528.01</u></u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1962

Revenues

Rental from berths	\$46,752.03	
Rent from concessions	3,265.24	
Electric service	204.03	
Miscellaneous	315.12	
Total Revenues		\$ 50,547.52

Expenditures

Salaries	23,352.59	
Office supplies	45.94	
Telephone	103.55	
Operating supplies	3,311.35	
Publications	25.00	
Gas and electricity	1,604.33	
Water	303.04	
Repairs - outer walls	8,900.07	
Repairs - berthing facilities	507.21	
Dredging	5,536.74	
Interpret	8,427.56	
Insurance	2,337.00	
Miscellaneous	9.80	
Total Expenditures		54,895.52

Deficit resulting from excess of
expenditures over revenues

(3,348.00)

Depreciation

42,537.57

Total Deficit for the Year

\$(46,257.23)

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1963

ASSETS

Cash in Bank		\$ 12,372.84
Fixed Assets	\$ 653,378.62	
Less Accumulated Depreciation	<u>117,878.73</u>	
Net Value of Fixed Assets		<u>535,499.89</u>
Total Assets		\$ <u>547,872.73</u>

LIABILITIES, CONTRIBUTIONS AND FUND BALANCE

Liabilities		
Loan Payable - State of California		\$ 259,600.00
Contributions and Fund Balance		
Contributions from General Fund		
Balance - July 1, 1962	\$ 402,769.67	
Contributions during the year	<u>31,551.30</u>	
Total Contributions from General Fund		<u>434,320.97</u>
Fund Balance (Deficit) - July 1, 1962	(105,130.32)	
Deficit for the year ended June 30, 1963 (Exhibit K-2)	<u>(35,353.07)</u>	
Total Deficit		<u>(140,483.39)</u>
Total Liabilities, Contributions and Fund Balance		\$ <u>547,872.73</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1961

Revenues	255,311.31	
Fees from berths	4,343.52	
Fees from concessions	1,178.60	
Electric service	507.72	
Miscellaneous		
Total Revenues		\$ 21,500.35
Expenditures	25,527.02	
Salaries	42.05	
Office supplies	117.15	
Printing and postage	122.54	
Communications	2,133.58	
Operating supplies	40.50	
Books and publications	3,017.08	
Heat, light, power and water	5,010.11	
Bridging	614.35	
Repairs - berthing facilities	2,412.14	
Insurance	2,653.03	
Repairs - outer walls	370.02	
Refunds	7,027.50	
Interest	112.26	
Repairs - miscellaneous		
Total Expenditures		<u>51,034.53</u>
Excess of revenues over expenditures		10,333.47
Depreciation		<u>45,656.54</u>
Deficit for the Year		<u>\$ (35,323.07)</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1964

ASSETS

Cash in Bank		\$ 8,160.87
Fixed Assets	\$697,292.12	
Less Accumulated Depreciation	<u>167,070.85</u>	
Net Value of Fixed Assets		<u>530,221.27</u>
Total Assets		<u><u>\$538,382.14</u></u>

LIABILITIES, CONTRIBUTIONS and FUND BALANCE

Liabilities		
Loan Payable - State of California		\$240,000.00
Contributions and Fund Balance		
Contributions from General Fund		
Balance - July 1, 1963	\$434,660.67	
Contributions during the year	<u>39,796.16</u>	
Total Contributions from General Fund		473,456.83
Fund Balance (Deficit) - July 1, 1963	(140,533.73)	
Deficit for the year ended June 30, 1964 (Exhibit N-2)	(<u>34,540.96</u>)	
Total Deficit		<u>(175,074.69)</u>
Total Liabilities, Contributions and Fund Balance		<u><u>\$538,382.14</u></u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1964

	\$66,402.14	
ing fees	6,537.15	
sion rent	1,523.07	
ic service	3,167.21	
	290.00	
ing ramp fees	255.56	
ellaneous		\$ 78,180.13
Total Revenues		
ures	33,234.53	
es	79.87	
e supplies	252.98	
ing and postage	173.57	
ications	2,773.58	
ing supplies	50.00	
and publications	131.00	
ferences and meetings	3,525.27	
light, power and water	4,545.80	
ing	1,101.16	
rs - berthing facilities	7,535.50	
post	3,261.12	
ence	612.51	
rs - outer walls	212.65	
ads	277.33	
maintenance	2,000.00	
nel clearance	2,641.74	
ement funds	742.99	
tenance	252.43	
erial for resale		63,475.03
Total Expenditures		14,705.10
s of revenues over expenditures		49,245.06
ciation		<u>\$(34,540.95)</u>
at for the Year		

CITY OF MONTPELIER
MONTPELIER MAINTENANCE FUNDBALANCE SHEET
JUNE 30, 1965

ASSETS

Cash in Bank		\$ 19,533.40
Fixed Assets	\$713,745.37	
Less Accumulated Depreciation	<u>215,617.74</u>	
Net Value of Fixed Assets		<u>498,127.63</u>
Total Assets		<u>\$517,661.03</u>

LIABILITIES, CONTRIBUTIONS and FUND BALANCES

Liabilities		\$225,000.00
Loan Payable - State of California		
Contributions and Fund Balance		
Contributions from General Fund		
Balance - July 1, 1964	\$473,456.83	
Contributions during the year	<u>26,724.23</u>	
Total Contributions from General Fund		500,181.06
Fund Balance (Deficit) - July 1, 1964	(175,079.60)	
Deficit for the year ended June 30, 1965		
(Exhibit P-2)	<u>(32,425.24)</u>	
Total Deficit		<u>(207,504.84)</u>
Total Liabilities, Contributions and Fund Balance		<u>\$517,661.03</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1965

Revenues		
Berthing fees	\$61,053.25	
Concession rent	9,155.94	
Electric service	1,524.10	
Parking	7,026.35	
Launching ramp fees	1,033.30	
Miscellaneous	<u>134.15</u>	
Total Revenues		\$ 79,927.09
Expenditures		
Salaries	38,104.35	
Office supplies and maintenance	134.16	
Printing and postage	206.94	
Communications	154.02	
Operating supplies	2,507.49	
Dues and publications	159.95	
Conferences and meetings	137.50	
Heat, light, power and water	3,337.05	
Dredging	200.00	
Repairs - berthing facilities	782.54	
Interest	7,036.88	
Insurance	3,811.23	
Repairs - outer walls	346.53	
Refunds	362.67	
Boat maintenance	516.40	
Launching ramp maintenance	146.13	
Retirement funds	3,540.38	
Maintenance	732.93	
Material for resale	<u>93.68</u>	
Total Expenditures		<u>62,366.74</u>
Excess of revenues over expenditures		17,540.35
Depreciation		<u>49,365.59</u>
Deficit for the Year		<u><u>\$(32,425.24)</u></u>

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1966

ASSETS

Cash in Bank		\$ 16,352.01
Fixed Assets	\$729,627.04	
Less Accumulated Depreciation	<u>266,706.53</u>	
Net Value of Fixed Assets		<u>462,920.51</u>
Total Assets		<u><u>\$479,272.52</u></u>

LIABILITIES, CONTRIBUTIONS and FUND BALANCE

Liabilities		
Loan Payable - State of California		\$210,000.00
Contributions and Fund Balance		
Contributions from General Fund		
Balance - July 1, 1965	\$500,180.96	
Contributions during the year	<u>3,231.60</u>	
Total Contributions from General Fund		<u>503,412.56</u>
Fund Balance (Deficit) - July 1, 1965	(207,499.93)	
Deficit for the year ended June 30, 1966 (Exhibit P-2)	<u>(26,870.11)</u>	
Total Deficit		<u>(234,170.04)</u>
Total Liabilities, Contributions and Fund Balance		<u><u>\$479,272.52</u></u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1966

Revenues	\$64,323.25	
Berthing fees	11,331.05	
Concession rent	1,507.59	
Electrical service	8,917.30	
Parking	1,576.40	
Launching ramp fees	403.13	
Miscellaneous		
Total Revenues		\$ 88,125.72
Expenditures	39,629.02	
Salaries	92.81	
Office supplies and maintenance	143.15	
Printing and postage	160.45	
Communications	2,197.15	
Operating supplies	165.00	
Dues and publications	275.52	
Conferences and meetings	3,918.03	
Heat, light, power and water	203.24	
Traffic paint	1,984.00	
Dredging	402.44	
Repairs - berthing facilities	6,636.53	
Interest	2,854.00	
Insurance	410.14	
Repairs - outer walls	293.38	
Refunds	94.49	
Launching ramp maintenance	189.08	
Boat maintenance	3,773.61	
Retirement	197.89	
Maintenance		
Total Expenditures		<u>63,677.04</u>
Excess of revenues over expenditures		24,448.68
Depreciation		<u>51,683.79</u>
Deficit for the Year		<u><u>\$(27,235.11)</u></u>

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1967

ASSETS

Cash in Bank		\$ 30,605.71
Fixed Assets	\$732,503.54	
Less Accumulated Depreciation	<u>316,025.50</u>	
Net Value of Fixed Assets		<u>416,478.04</u>
Total Assets		<u>\$447,083.75</u>

LIABILITIES, CONTRIBUTIONS and FUND BALANCE

Liabilities		\$195,000.00
Loan Payable - State of California		
Contributions and Fund Balance		
Contributions from General Fund		
Balance - July 1, 1966	\$503,412.56	
Less repayment during the year	<u>3,232.00</u>	
Balance - June 30, 1967		500,180.56
Fund Balance (Deficit) - July 1, 1966	(234,140.04)	
Deficit for the year ended June 30, 1967 (Exhibit Q-2)	<u>(13,956.77)</u>	
Total Deficit		<u>(248,096.81)</u>
Total Liabilities, Contributions and Fund Balance		<u>\$447,083.75</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1967

Revenues	\$73,493.82	
Berthing fees	16,947.59	
Rentals and concessions	1,679.21	
Electrical service	10,308.03	
Parking	1,863.85	
Launching ramp fees	746.45	
Miscellaneous		\$105,037.00
Total Revenues		
Expenditures	42,340.30	
Salaries	92.32	
Office supplies and maintenance	430.59	
Printing and postage	149.84	
Communications	2,543.84	
Operating supplies	267.84	
Dues and publications	257.41	
Conferences and meetings	4,222.92	
Heat, light, power and water	341.66	
Uniforms	52.68	
Vessel painting	980.30	
Building	1,017.46	
Repairs - berthing facilities	6,186.57	
Interest	3,520.45	
Insurance	1,907.13	
Repairs - outer walls	803.05	
Refunds	22.34	
Launching ramp maintenance	193.52	
Boat maintenance	3,856.57	
Equipment		69,003.79
Total Expenditures		36,033.21
Excess of revenues over expenditures		49,003.98
Depreciation		\$ 13,953.77
Deficit for the Year		

CITY OF MONTEREY
MONTEREY MARINA FUNDBALANCE SHEET
JUNE 30, 1968

ASSETS

Cash in Bank		\$ 57,961.62
Fixed Assets	\$ 736,203.93	
Less Accumulated Depreciation	<u>366,230.93</u>	
Net Value of Fixed Assets		<u>369,973.00</u>
Total Assets		<u>\$ 427,934.62</u>

LIABILITIES, CONTRIBUTIONS and FUND BALANCE

Liabilities		
Loan Payable - State of California		180,000.00
Contributions and Fund Balance		
Contributions from General Fund		500,180.56
Fund Balance (Deficit) - July 1, 1967	\$ (248,096.81)	
Deficit for the year ended June 30, 1968 (Exhibit R-2)	<u>(4,149.13)</u>	
Total Deficit		<u>(252,245.94)</u>
Total Liabilities, Contributions and Fund Balance		<u>\$ 427,934.62</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1968

Revenues	\$76,551.78	
Berthing fees	20,687.84	
Rents and concessions	2,772.43	
Electrical service	12,059.05	
Parking	2,216.65	
Launching ramp fees	<u>656.98</u>	
Miscellaneous		\$114,944.73
Total Revenues		
Expenditures	43,700.04	
Salaries	153.01	
Office supplies and maintenance	174.96	
Printing and postage	294.26	
Communications	2,729.13	
Operating supplies	258.64	
Dues and publications	200.00	
Conferences and meetings	5,042.54	
Heat, light, power and water	316.26	
Uniforms	400.00	
Traffic painting	2,310.72	
Dredging	569.55	
Repairs - berthing facilities	5,736.58	
Interest	2,945.75	
Insurance	270.50	
Refunds	113.41	
Boat maintenance	480.07	
General maintenance	<u>3,193.01</u>	
Retirement		<u>68,883.43</u>
Total Expenditures		46,056.30
Excess of revenues over expenditures		<u>50,205.43</u>
Depreciation		<u>\$ 4,149.13</u>
Deficit for the year		

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1969

ASSETS

Cash in Bank		\$ 34,168.12
Fixed Assets	\$858,568.05	
Less Accumulated Depreciation	<u>416,495.43</u>	
Net Value of Fixed Assets		<u>442,072.62</u>
Total Assets		<u>\$476,240.74</u>

LIABILITIES, CONTRIBUTIONS AND FUND BALANCE

Liabilities		
Loan Payable - State of California	\$165,000.00	
Loan Payable - State of California	<u>62,696.34</u>	
Total Liabilities		\$227,696.34
Contributions and Fund Balance		
Contributions from General Fund		500,180.56
Fund Balance (Deficit) - July 1, 1968	(252,245.94)	
Income for the year ended June 30, 1969 (Exhibit T-2)	<u>609.78</u>	
Fund Balance (Deficit) June 30, 1969		(<u>251,636.16</u>)
Total Liabilities, Contributions and Fund Balance		<u>\$476,240.74</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1969

Revenues		
Berthing fees	\$81,811.58	
Rents and concessions	24,048.13	
Electrical service	2,545.21	
Parking	10,413.50	
Launching ramp fees	2,622.70	
Miscellaneous	<u>994.02</u>	
Total Revenues		\$122,435.14
Expenditures		
Salaries	48,702.19	
Office supplies and maintenance	182.62	
Printing and postage	276.05	
Communications	224.13	
Operating supplies	2,045.28	
Dues and publications	160.72	
Conferences and meetings	243.73	
Heat, light, power and water	4,647.32	
Uniforms	374.01	
Dredging	308.84	
Repairs - berthing facilities	857.91	
Interest	5,286.88	
Insurance	3,468.75	
Refunds	1,031.04	
General maintenance	35.25	
Retirement	<u>3,716.14</u>	
Total Expenditures		<u>71,560.86</u>
Excess of revenues over expenditures		50,874.28
Depreciation		<u>50,264.50</u>
Income for the year		<u>\$ 609.78</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1970

ASSETS

Cash		\$ 57,908.62
Fixed Assets	\$1,140,684.43	
Less Accumulated Depreciation	<u>465,534.29</u>	
Net Book Value of Fixed Assets		<u>675,150.14</u>
Total Assets		<u>\$ 733,058.76</u>

LIABILITIES, CONTRIBUTIONS AND FUND BALANCE

Liabilities		
Loan Payable - State of California	\$ 150,000.00	
Loan Payable - State of California	<u>325,000.00</u>	
Total Liabilities		\$ 475,000.00
Contributions and Fund Balance		
Contributions from General Fund		500,180.56
Fund Balance (Deficit) - July 1, 1969	(251,636.16)	
Income for the year ended June 30, 1970 (Exhibit T-2)	<u>9,514.36</u>	
Fund Balance (Deficit) - June 30, 1970		<u>(242,121.80)</u>
Total Liabilities, Contributions and Fund Balance		<u>\$ 733,058.76</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUES, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1970

Revenues		
Berthing fees	\$87,815.58	
Rents and concessions	28,648.58	
Electrical service	2,815.86	
Parking	21,622.07	
Launching ramp fees	1,696.75	
Miscellaneous	<u>1,239.10</u>	
Total Revenues		\$143,837.94
Expenditures		
Salaries	53,926.72	
Office supplies and maintenance	106.49	
Printing and postage	332.72	
Communications	277.13	
Operating supplies	3,222.76	
Dues and publications	213.18	
Conferences and meetings	196.79	
Heat, light, power and water	4,882.58	
Uniforms	374.40	
Traffic paint	245.75	
Repairs - berthing facilities	1,226.03	
Repairs - outer walls	598.45	
Interest	9,294.24	
Insurance	3,520.00	
Refunds	600.80	
General maintenance	1,803.00	
Retirement	<u>4,463.68</u>	
Total Expenditures		<u>85,284.72</u>
Excess of revenues over expenditures		58,553.22
Depreciation		<u>49,038.86</u>
Income for the year		<u>\$ 9,514.36</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1971

ASSETS

		\$ 84,215.09
Fixed Assets	\$1,142,491.43	
Less Accumulated Depreciation	<u>513,036.11</u>	
Net Book Value of Fixed Assets		<u>629,455.32</u>
Total Assets		<u><u>\$713,670.41</u></u>

LIABILITIES, CONTRIBUTIONS AND FUND BALANCE

Liabilities		
Loan Payable - State of California	\$ 135,000.00	
Loan Payable - State of California	312,000.00	
Reserve for Encumbrances	<u>150.90</u>	
Total Liabilities		\$447,150.90
Contributions and Fund Balance		
Contributions from General Fund		500,180.56
Fund Balance (Deficit) - July 1, 1970	(242,121.80)	
Income for the year ended June 30, 1971 (Exhibit T-2)	<u>8,460.75</u>	
Fund Balance (Deficit) - June 30, 1971		<u>(233,661.05)</u>
Total Liabilities, Contributions and Fund Balance		<u><u>\$713,670.41</u></u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUE EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1971

Revenues		
Berthing fees	\$94,337.46	
Rents and concessions	34,233.38	
Parking	29,147.26	
Launching ramp fees	3,975.55	
Miscellaneous	<u>2,548.74</u>	
Total Revenues		\$164,247.39
Expenditures and Encumbrances		
Salaries	\$64,574.92	
Office supplies and maintenance	102.44	
Printing and postage	493.94	
Operating supplies	2,628.75	
Dues and publications	217.12	
Conferences and meetings	212.27	
Heat, light, power, and water	5,597.13	
Uniforms	346.92	
Traffic paint	199.75	
Dredging	1,357.00	
Repairs - berthing facilities	1,251.84	
Repairs - outer walls	995.66	
Launching ramp maintenance	24.32	
Harbor boat maintenance	227.31	
Interest	16,290.32	
Refunds	657.30	
Insurance	3,580.00	
Retirement	5,224.46	
Communications	400.20	
General maintenance	<u>3,903.17</u>	
Total Expenditures		<u>108,284.82</u>
Excess of revenues over expenditures and encumbrances		55,962.57
Depreciation		<u>47,501.82</u>
Net Income		<u>\$ 8,460.75</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

SCHEDULE OF REVENUE, EXPENDITURES AND DEPRECIATION
FOR THE YEAR ENDED JUNE 30, 1972

Revenues		
Berthing fees	\$92,305.88	
Rents and concessions	27,029.50	
Parking	30,790.06	
Launching ramp fees	4,319.45	
Miscellaneous	<u>4,725.75</u>	
Total Revenues		\$159,170.64
Expenditures and Encumbrances		
Salaries	68,050.54	
Office supplies and maintenance	121.15	
Printing and postage	640.50	
Operating supplies	2,536.68	
Dues and publications	244.43	
Conferences and meetings	198.16	
Heat, light, power, and water	6,330.46	
Uniforms	293.00	
Traffic paint	138.75	
Dredging	1,840.00	
Repairs - berthing facilities	898.14	
Repairs - wharf #2	7,991.64	
Repairs - outer walls	733.96	
Launching ramp maintenance	93.56	
Harbor boat maintenance	183.20	
Interest	15,359.33	
Refunds	253.40	
Insurance	3,112.00	
Retirement	6,334.63	
Communications	493.57	
General maintenance	<u>3,918.34</u>	
Total Expenditures and Encumbrances		<u>119,765.44</u>
Excess of revenues over expenditures and encumbrances		39,405.20
Depreciation		<u>46,782.03</u>
Net Income (Loss)		<u>\$ (7,376.83)</u>

CITY OF MONTEREY
MONTEREY MARINA FUND

BALANCE SHEET
JUNE 30, 1972

ASSETS

Cash		\$ 93,790.52
Fixed Assets	\$1,144,173.20	
Less Accumulated Depreciation	<u>559,481.91</u>	
Net Book Value of Fixed Assets		<u>584,691.29</u>
Total Assets		<u>\$678,481.81</u>

LIABILITIES, CONTRIBUTIONS AND FUND BALANCE

Liabilities		
Loan Payable - State of California	\$ 120,000.00	
Loan Payable - State of California	299,000.00	
Reserve for Encumbrances	<u>339.13</u>	
Total Liabilities		\$419,339.13
Contributions and Fund Balance		
Contributions from General Fund		500,180.56
Fund Balance (Deficit) - July 1, 1971	(233,661.05)	
Loss for the year ended June 30, 1972 (Exhibit U-2)	<u>(7,376.83)</u>	
Fund Balance (Deficit) - June 30, 1972		<u>(241,037.88)</u>
Total Liabilities, Contributions and Fund Balance		<u>\$678,481.81</u>

APPENDIX C
CORRESPONDENCE BETWEEN CITY OF MONTEREY AND THE
MONTEREY MARINA COMMITTEE

Fifth Floor Professional Bldg.
Monterey, California 93940

May 15, 1972

Dear Committee Member:

The enclosed pertinent information is for your response, suggestions, ideas or questions, so that we might prepare a letter for our meeting that is to be held on Monday, May 22, 1972, commencing 8 o'clock at the Monterey Peninsula Yatch Club.

Please send your responses to Charles E. Jacobson,
Fifth Floor Professional Building, Monterey, California 93940.
Thank You

Sincerely yours,

MONTEREY MARINA COMMITTEE



Charles E. Jacobson
Co-Chairman

CEJ:cmw

Encls. 4

CITY OF MONTEREY

MARINA FUND

	<u>1968-69</u> <u>Actual</u>	<u>1969-70</u> <u>Actual</u>	<u>1970-71</u> <u>Estimated</u>	<u>1971-72</u> <u>Proposed</u>	<u>1971-72</u> <u>Final</u>
Balance to begin	\$ 57,961	\$ 34,168	\$ 57,909	\$ 79,638	\$ 79,638
Revenue:					
Berthing Fees and Penalties	81,812	87,816	95,000	92,000	92,000
Rents and Concessions	24,048	28,649	34,500	37,000	37,000
Electrical Services	2,545	2,816	-	-	-
Parking	10,414	21,622	28,800	35,000	35,000
Launching Ramp	2,623	1,697	3,900	4,200	4,200
Miscellaneous	994	1,239	2,800	5,500	5,500
State Loan #2	<u>62,696</u>	<u>262,304</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available	\$243,093	\$440,311	\$222,909	\$253,338	\$253,338
Expenditures	151,147	139,732	143,271	172,824	156,747
Capital Improvements	<u>57,778</u>	<u>242,670</u>	<u>-</u>	<u>-</u>	<u>29,332</u>
Balance end of year	<u>\$ 34,168</u>	<u>\$ 57,909</u>	<u>\$ 79,638</u>	<u>\$ 80,514</u>	<u>\$ 67,259</u>

Revenue previously accounted for as electrical services has been classified and is now accounted for as miscellaneous revenue.

MARINA FUND

CLASSIFICATION	1968-69 Actual Expenditures	1969-70 Actual Expenditures	1970-71 Current Budget	1971-72 Budget	
				Proposed	Final
SALARIES AND WAGES	\$ 48,703	\$ 53,927	\$ 63,091	\$ 68,273	\$ 72,714
MATERIALS, SUPPLIES & SERVICES	38,301	44,376	67,990	78,895	79,159
EQUIPMENT OUTLAY	63,740	37,530	33,750	25,656	34,206
DEPARTMENTAL TOTAL	\$150,744	\$135,833	\$164,831	\$172,824	\$186,079

COMMENTARYDescription of Functions:

The Monterey marina provides berthing facilities for 350 small craft. The division is responsible for the administration, billing, collecting fees, security of boats and facilities, maintenance of the marina and providing service to boaters in the marina.

Preventive maintenance is a continuing program of this division which also performs minor structural repairs to berthing facilities as required. Repairs are continuing in the marina to fix damage caused to wood pilings by marine boring organisms.

Significant Changes:

Additional salaries and supplies are provided for an increased program to help and assist in marina maintenance during the summer season. This program is necessary on a continuing basis. Capital outlay will provide for purchase and installation of electrical metered services which in turn will produce revenue on an annual basis.

It is proposed that the three wheel vehicle that is no longer of use in the parking division be transferred to the marina. This will allow the maintenance crew to use a low cost easily handled vehicle for many of their tasks and extend the useful life of the existing four wheel drive vehicle being used for that same purpose.

Funds are budgeted to allow for finger replacement and also for contingencies should another water intrusion or similar problem occur. Additionally there is \$19,000 for Marina slip replacement from the Capital Improvement Program.

MARINA FUND

Salary Range		POSITION	TITLE	Current Budget	Requested	1971-72 Budget	
Current	Final					Proposed	Final
33	34	Harbormaster	Gus	.8	.8	.8	.8
29.5	30.5	Assistant Harbormaster	Fred Gould	.3	.3	.3	.3
28.5	29.5	Harbor Maintenance Supervisor	Constante	.5	.5	.5	.5
25.5	26.5	Maintenance Man II		.7	.7	.7	.7
23.5	24.5	Maintenance Man I		.5	.5	.5	.5
22.5	23.5	Harborman	John M. Co., John Morgan	3	3	3	3
22	23	Secretary I	Jea.	1	1	1	1
TOTAL POSITIONS				6.8	6.8	6.8	6.8

SALARIES AND WAGES	1968-69 Actual Expenditures	1969-70 Actual Expenditures	1970-71 Current Budget	1971-72 Budget	
				Proposed	Final
FULL TIME	\$44,094	\$50,008	\$57,891	\$59,573	\$62,684
OVERTIME	1,929	2,579	1,600	1,600	1,600
PART TIME	2,680	1,340	3,600	7,100	8,430
REIMB. EXTRA DUTY	-	-	-	-	-
UNIFORM ALLOWANCE	-	-	-	-	-
SMALL TOOLS ALLOWANCE	-	-	-	-	-
ED. INCEN. PAY	-	-	-	-	-
TOTAL SALARIES AND WAGES	\$48,703	\$53,927	\$63,091	\$68,273	\$72,714

MARINA FUND

Acct. No.	Materials Supplies and Services ACCOUNT NAME	1968-69	1969-70	1970-71	1971-72 Budget	
		Actual Expenditures	Actual Expenditures	Current Budget	Proposed	Final
201	Office Supplies	\$ 167	\$ 82	\$ 100	\$ 110	\$ 110
202	Office Equipment Maint.	21	19	50	85	85
203	Printing & Postage	276	333	400	500	500
205	Operating Supplies	2,167	3,086	2,800	3,000	2,900
208	Dues & Publications	161	213	250	250	250
209	Conferences & Meetings	244	197	250	200	200
211	Heat, Light, Power & Water	4,647	4,883	5,500	5,500	5,500
230	Uniform Clothing	410	338	450	450	450
235	Traffic Paint	-	240	200	300	300
241	Dredging	309	-	1,000	2,000	2,000
242	Structural Repairs Ber. Fac.	1,129	1,017	1,100	1,000	1,000
251	Structural Repairs Wharf 2	-	-	-	8,000	8,000
252	Struc. Repairs Outer Walls	-	690	900	900	900
262	Launching Ramp Maint.	18	-	350	100	100
263	Harbor Boat Maint.	25	116	300	200	200
296	Payment Mar. State Loan #1	20,287	19,837	19,390	19,390	18,938
297	Payment Mar. State Loan #2	-	4,458	24,910	24,910	24,423
409	Refunds	1,031	601	600	600	600
412	Fire, Ext. Cov. & Other Ins.	3,469	3,520	4,500	5,000	5,000
414	Retirement	3,716	4,463	4,640	5,800	7,103
424	Communications	224	277	300	600	600
Total Materials, Supplies and Services		\$38,301	\$44,376	\$67,990	\$78,895	\$79,159
EQUIPMENT OUTLAY		1968-69	1969-70	1970-71	1971-72 Budget	
		Actual Expenditures	Actual Expenditures	Current Budget	Proposed	Final
OFFICE		\$ 720	\$ -	\$ -	\$ -	\$ -
FIELD		5,020	1,984	1,640	7,880	1,380
MOTIVE		-	1,922	-	3,300	350
BUILDINGS		-	-	-	-	-
OTHER THAN BUILDINGS		58,000	33,624	32,110	1,476	32,476
TOTAL EQUIPMENT OUTLAY		\$63,740	\$37,530	\$33,750	\$12,656	\$34,206

	TOTAL BUDGET	EXPENDED THIS MONTH	EXPENDED TO DATE	ENCUMBERED TO DATE	UNENCUMBERED BALANCE
SALARIES - FULL TIME	60,190.00	4,550.80	57,496.13	0.00	2,693.87
SALARIES - OVERTIME	1,600.00	736.08	1,486.28	0.00	113.72
SALARIES - PART TIME	6,700.00	0.00	5,592.51	0.00	1,107.49
OFFICE SUPPLIES	100.00	0.00	99.29	0.00	0.71
OFFICE EQUIP MAINT	50.00	0.00	3.15	0.00	46.85
PRINTING & POSTAGE	540.00	4.80	493.94	0.00	46.06
OPERATING SUPPLIES	2,565.00	286.4	2,535.92	0.00	49.08
COPIES & PUBLICATIONS	250.00	0.00	217.12	0.00	32.88
CONFERENCES & MEETINGS	250.00	0.00	212.27	0.00	37.73
CONFERENCE & MEETINGS	6,100.00	545.20	5,597.13	0.00	502.87
TELEPHONE POWER & WATER	450.00	190.4	346.92	0.00	103.08
UNIFORM CLOTHING	200.00	0.00	199.75	0.00	0.25
PAINT	1400.00	0.00	1,357.00	0.00	43.00
REPAIRS	12,400.00	0.00	1,038.25	150.90	50.85
STRUCTURAL REPAIRS	1,000.00	214.9	905.66	0.00	94.34
STRUCTURAL REPAIRS	110.00	0.00	243.2	0.00	85.68
STRUCTURAL RAMP MAINTENANCE	220.00	37.57	218.71	0.00	1.29
BOAT MAINTENANCE	19,390.00	0.00	19,386.57	0.00	3.43
REPAIR MARINA STATE LOAN #1	24,910.00	0.00	24,903.75	0.00	6.25
REPAIR MARINA STATE LOAN #2	700.00	0.00	657.30	0.00	42.70
REFUNDS	4,500.00	0.00	3,580.00	0.00	920.00
MARINA INSURANCE	5,388.00	440.70	5,224.46	0.00	163.54
RETIREMENT	455.00	27.08	400.20	0.00	54.80
COMMUNICATIONS	1,640.00	67.85	1,433.27	0.00	206.73
EQUIP OUTLAY - FIELD	27,910.00	1,075.31	4,132.92	0.00	23,777.08
EQUIP OUTLAY - OTHER					

167,878.00 3 137,542.82 8 150.90 7 30,184.28 6

MONTEREY MARINA COMMITTEE
P. O. Box 591
Monterey, California 93940

June 6, 1972

The Honorable Al J. Madden
Mayor of Monterey
The Madden Company
824 Munras Avenue
Monterey, California 93940

Dear Mr. Mayor:

This is to inform you, as you had requested, of the progress of the Monterey Marina Committee.

We have mailed today, to Mr. McIntyre, Public Works Director, our initial statement of considerations.

We have suggested a meeting during the week of June 12th or 19th with our committee and any Monterey City staff members he suggests.

We still have not received any communication, written or oral, concerning our April 11, 1972, letter to you and the City Council requesting, in essence, that the City Council:

1. Recognize the Monterey Marina Committee as spokesman for citizens whose boats are berthed at the Monterey Marina.
 2. Have the committee kept informed by all appropriate agencies and individuals of considerations about the marina.
 3. Direct all City staff members to make all information about the marina available to the committee.
 4. Hold in abeyance all considerations about the marina until the committee completes its study of the marina.
- We expect to complete this study a few weeks after concluding our discussions with the City staff.

Can we anticipate the City Council's consideration of these four points soon?

Very truly yours,

MONTEREY MARINA COMMITTEE

(Original signed by L. Fletcher)

Leon Fletcher
Secretary

COPY

MONTEREY MARINA COMMITTEE
P. O. Box 591
Monterey, California 93940

June 6, 1972

L. W. McIntyre
Public Works Director
City of Monterey
City Hall
Monterey, California 93940

Dear Mr. McIntyre:

Enclosed are the initial considerations of the Monterey Marina Committee.

We request that after these have been reviewed that you schedule a meeting of all appropriate City staff and the Monterey Marina Committee, preferably during the week of June 12 or June 19, 1972.

If there are any additional specifics that you need, please let us know and we will provide them.

Sincerely yours,

MONTEREY MARINA COMMITTEE

(Original Signed by L. Fletcher)

Leon Fletcher
Secretary

LF:cmw

Encls.

COPY

MONTEREY MARINA COMMITTEE
P. O. Box 591
Monterey, California 93940

June 6, 1972

INITIAL CONSIDERATIONS

1. Approach:

- 1.1. The thrust of this committee is to offer suggestions for making a good marina better. The committee does not intend merely to criticize or condemn; rather it will ask questions and prepare specific, feasible recommendations.
- 1.2. The Monterey Marina staff, too, is encouraged to take such an approach in the operation of the Marina. A spirit of service, assistance, and support should be projected.

The status quo should not be accepted; improvements should be desired. Visitors seeking services should not be told, as they often are, that nothing is available; rather, alternatives should be suggested. Requests for information should not be granted just with the basic essentials; rather, significant related details should be volunteered. Recommendations should not be left unanswered; rather, action and feedback should result.

- 1.3. It is recommended that staff rededicate itself, probably best through a modern in-service training program emphasizing the new techniques of inter-personal relationships in dealing with the public.

2. Staffing:

- 2.1. A comparable facility, the San Leandro Marina, operates with a staff of 3; Monterey has 6.8. Some of this reduction is possible because San Leandro does not provide all-night security, a study there having found that the resulting dollar loss was only some \$6,000 in nine years. In addition, the San Leandro Harbor-master does his own secretarial work and also runs a gas dock, in addition to providing supervision. That marina is exceptionally clean and well maintained.
- 2.2. A study of Monterey Marina staff job descriptions should be made, with emphasis on such points as:

- 2.2.1. Are there enough significant differences in duties and responsibilities of the Harbormaster and his superiors to justify the Harbormaster being, in effect, management assignment? Might the facility be more effective, and more economical, if the Harbormaster spent more time with boats, their owners, and the marina?
 - 2.2.2. Are there enough duties to warrant a secretary? Other Marinas do not have one. Could the secretarial duties be better completed if centralized with some other facility, and the position eliminated?
 - 2.2.3. Should not the duties of the Harbormaster be upgraded to be technical marina support staff? Tending garbage, picking up after dogs, cleaning toilets, scrubbing wash rooms, are duties better performed by unskilled personnel, releasing Harbor-men for their primary functions and upgrading their image in the minds of the boaters and the staff themselves.
 - 2.2.4. A breakdown of the duties and time spent by each employee should be made, in order to identify possible upgradings or savings.
- 2.3. Boaters report that they seldom see the Harbormaster, and ask that he be more available, be seen along the piers, be accessible for information, suggestions, assistance.

3. Financial:

(All figures from Monterey Marina financial statements.)

- 3.1. In 1968-72, \$169,226, was expended on equipment.
 - 3.1.1. What was the equipment? A listing, with costs, is requested.
 - 3.1.2. Where is the equipment now?
 - 3.1.3. What is the equipment being used for?
- 3.2. In 1971-72, \$29,332, was expended for capital improvements.
 - 3.2.1. What improvements were made?
 - 3.2.2. Who develops the list, sets priorities? On what basis?

- 3.3. 1971-72 revenues are \$3,000, less than 1970-71.
 - 3.3.1. Why?
 - 3.3.2. Since there are no berthing vacancies, how did this result?
- 3.4. Parking:
 - 3.4.1. Is the Marina Project Fund receiving revenue from the parking meters on Wharf #2? How much?
 - 3.4.2. How many parking spaces within the Marina Project boundaries are not revenue producing? (Reserved for busses, loading, harbor staff, Jolly Rogue, etc.?) How much would these produce?
 - 3.4.3. Does the revenue reported from parking meters include fines for parking violations? How much?
- 3.5. Salaries increased very nearly 50% from 1968-69 to 1971-72 (\$48,703 to \$72,714).
 - 3.5.1. Why this significant increase?
 - 3.5.2. Was this comparable with other City employees?
 - 3.5.3. Was this distributed for only 6.8 employees?
- 3.6. Marina financial statements report operation is at a profit.
 - 3.6.1. Why is a profit needed?
 - 3.6.2. Where does it go?
 - 3.6.3. Who determines how it is used?
 - 3.6.4. On what basis is that determination made?
- 3.7. Why is a regular annual financial report not published in the Hearld as it had been perhaps five years ago? Can this be started again?
- 3.8. Boat registration:
 - 3.8.1. Does the City receive any funds from this?
 - 3.8.2. How much? Where is it in the budget?
 - 3.8.3. Many boats have out-of-date registration; who is responsible and what efforts are made for citing these?

- 3.9. A 25% increase in berthing rates has been proposed by City Staff.
 - 3.9.1. Why is it needed?
 - 3.9.2. Who proposed it?
 - 3.9.3. On what basis was the figures arrived at?
 - 3.9.4. Is there a listing, by priority, of what these increased funds will be used for? (Please provide the listing for review.)
- 3.10. Why can't dockage fees be lowered to reflect the actual cost of marina management and upkeep?

4. Parking:

- 4.1. What considerations have been made for reserved parking for those who lease berths?
- 4.2. What happened to discount rates or card keys?
- 4.3. Might metered stalls near the Windjammer be eliminated as partial solution of providing space for boat owners?
- 4.4. How much loss of income would result if boat owners were given free access to parking behind the gate?
- 4.5. Is long-term trailer parking logged, violators fined?
- 4.6. Can perhaps one or two parking stalls be reserved near each gate for loading?
- 4.7. What provisions can be made for long-term (several days) parking for working fisherman on longer runs?
- 4.8. How can more equitable charge be made for the car with trailer?
- 4.9. Why is the prohibition of campers not enforced?
- 4.10. Enforce or eliminate regulations against campers.

5. Berthing:

- 5.1. What plans, if any, are proposed to provide tie-up space (temporary) for loading and unloading visiting vessels?
- 5.2. Would it be practical--have studies yet been made--on increasing berths in existing area? (Example: Jack

London area crowds many more boats in restricted area; some slip arrangement between that crowding and the Monterey spacing might save tremendous costs of new marina, at least for a while.)

- 5.3. Provide for visitors.
- 5.4. Establish, publish, and follow specific policies regarding berthing assignments. Many boaters feel--and although they may be wrong, they should be given the facts--that many boats get a berth in but a few days, or weeks, while others have to wait more than a year.
- 5.5. Establish rules with financial penalty so that berths may not be left empty overnight without informing harbor and staff, thus making more slips available for visitors.
- 5.6. Encourage--consider new laws--to get seldom used boats out of slips, to anchorage. Harbor staff could ferry owner to boat on say once-a-month schedule, using marina boat. (An estimated 10% of boats are not used at least once a month--some used only a couple times a year.)
- 5.7. Conduct vigorous effort to group types of boats. (It is noted that this was done quickly for the Shield Class boats, while others have waited more than four years for such action re other boats.)

6. Safety:

- 6.1. Enforce rule that sail boat with motor must not sail slot, except for safety practice during non-bust hours only.
- 6.2. Enforce rules concerning not placing gear on finger piers.
- 6.3. Develop standard check-off sheet, distributed regularly to boaters needing suggestions on safe tie-up, electrical connections, etc.--as an instructional service first, then as warning, finally issuing citations for persistent violations.
- 6.4. If 24-hour security continues to seem advisable (after studying San Leandro Marina procedure) increase significantly regular checking of boats, getting harbor staff down amongst the boats, with less time in the tower.
- 6.5. Eliminate specific mile-per-hour rules, establish and enforce a no-wake rule.

7. Sanitation:

- 7.1. What plans are being developed to provide sanitary facilities for the exclusive use of boaters?
- 7.2. Might restrooms be provided within the marina, closer to boaters, especially important to visiting boats?
- 7.3. Has planning started for the Federal and State regulations being proposed for handling boat holding tank material?
- 7.4. Ground garbage, especially lettuce, apparently from restaurants, is often visible in the marina; what action is being taken?
- 7.5. Bait and trash fish continue to be dumped in the marina when bottom fishing lines and gill nets are cleaned; what action is being taken?
- 7.6. Existing restrooms are not maintained other than regular routine cleaning; what action can be taken? (Examples: painting needed; exhaust fan in men's has been grinding away for several weeks, reportedly City staff have not responded to requests from harbor staff for repairs.)
- 7.7. Harbor staff has directed oil and paint thinner not be dumped in garbage cans (a correct decision); but where are such materials to be dumped? (Other marinas provide special dumping facilities for such.)
- 7.8. The on-dock garbage cans are dirty, many are open-topped or with mixed tops, and are unsightly; can these be painted, or replaced, and maintained? Screened?
- 7.9. The large box-type garbage centers are unsightly, questionable health hazard when often left open; what action is being taken to improve both appearance and possible health hazard?
- 7.10. On weekends, garbage piles up beyond holding of many cans; can pick-up be on a need basis, rather than a schedule?
- 7.11. Prohibit all, except seeing-eye, dogs from the marina.
- 7.12. When young people are assigned to work off traffic fines by servicing the marina, make it (1) a real learning experience, and (2) productive of a decent job through on-the-spot continual supervision and instruction.
- 7.13. Label those fancy trash cans which look like light fixtures, so visitors will know they are to be used for debris.

8. Maintenance:

- 8.1. What maintenance has been performed in the berthing facility in each of the four years 1968-72?
- 8.2. Is a daily, or hourly, log kept of such activity?
- 8.3. What are the expenditures, in time and materials, for maintenance?
- 8.4. Remove unused phone and other cables along the piers, which are both unsightly and capable of producing electrolysis, even when shielded, up to 75 feet away.
- 8.5. Check every 25 feet of marina for possible electrolysis emissions.
- 8.6. Require boat owners to keep electrical cables out of the water.
- 8.7. Reduce wearing of finger piers by requiring boats be tied snugly; (Example: Gallant Knight, placed in an appropriate berth without suitable supports for the piers for such a heavy boat, swings her finger piers some 15 degrees, producing early replacement need.)
- 8.8. Consider requiring standard dock boxes, eliminating unsightly and space encroachments.
- 8.9. Require dock carpets be neat and maintained, removed.
- 8.10. Refinish and maintain the historic mission benches.

9. Harbor Office:

- 9.1. Harbor staff do most of their directing from a remote office, over a poor and often unworking public address system, instead of personal, face-to-face contacts; might this be changed?
- 9.2. Especially on bus days, weekends, harbor staff should be available in small sheltered stand in general area of ramp and main gate.
- 9.3. Staff should meet and assist visiting boats, providing them with packet of information on services, attractions, etc.
- 9.4. Staffing should not be reduced on the busy weekend days; rather, those should be the days when additional personnel are on duty.

10. Regulations:

- 10.1. Existing rules should be reviewed and enforced---after notice to boaters---or revised or eliminated. Examples include::
- 10.2. Major overhaul involving construction is prohibited in contract boaters sign, but is allowed.
- 10.3. Spray painting is tolerated.
- 10.4. Cleaning of fish.

11. Ramp Area:

- 11.1. Install light; many boaters pre-dawn and after sunset.
- 11.2. Install phone to harbor office.
- 11.3. Clean slime and debris away regularly.
- 11.4. Cut in cement slots to improve traction.
- 11.5. Develop plans for reducing incline to safer angle.
- 11.6. Cut seaweed adjacent to area with increased regularity.
- 11.7. Eliminate increase weed growth in cement cracks; increased deterioration and repair costs will soon result if not attended to soon, and regularly in the future.
- 11.8. Pound in nails which are working loose in walk area.
- 11.9. Clarify signs and routing so drivers will not be confused (as many are) into thinking they are paying at ramp gate for parking.
- 11.10 Post policy, phone numbers, for assistance to launchers needing assistance.

12. Tourists:

- 12.1. Major funds are spent to lure tourists, including inviting them "to see the boats"; have marina open to families on weekends, with harborman at gate, supervising.
- 12.2. Provide one specific area, at water level, for young children to fish; instead of telling kids not to fish, tell them where to. (If older, serious fishers, send them out Wharf #2.)
- 12.3. Harbormen go down and help visitors--help tie-up offer

services, give them brochure about food, historic spots, repairs, supplies, etc.

13. Communications:

- 13.1. Get P.A. fixed, then inspect on preventative maintenance schedule.
- 13.2. Teach all staff how to use.
- 13.3. Post daily weather on chalkboard at each gate.
- 13.4. Publish, distribute occasional newsletter of marina plans, progress, brief on each staff, interesting visitors, maintenance problems, etc.

CITY OF MONTEREY

City of Monterey
Public Works Department
1000 Main Street
Monterey, CA 93940
City Manager
John A. Hall

July 25, 1972

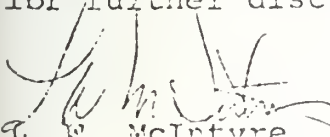
Monterey Marina Committee
P. O. Box 591
Monterey, CA 93940

At our last meeting I indicated that I would re-do the graph which showed a projection of expenditures and revenues in the Marina. I believe, instead of a graph and supporting documents, that the attached material better illustrates what is happening.

We have projected all expenditures and revenues for the next 20 years, making certain assumptions--all of which are explained. It is apparent, then, with rate increases as shown on Sheet 2, that at the end of the 20-year time period there would be a deficit.

We did not attempt to ascertain what rate increase in what year would provide a balance, but rather used these revenue and rate increase figures as an illustration. Any projection of this sort would obviously have to be reviewed annually in order to keep a balance at the end of the study period.

After each of you has had a chance to review this study, please let your Chairman know, and I will be happy to meet with you for further discussion.


L. W. McIntyre
Public Works Director

LWM/gp

cc CC
CM
CA
FD
HM

MARINA REPAIR STUDYINTRODUCTION

This is a study undertaken to determine what the Marina berthing rate schedule and other Marina Fund revenues are realistically set, that is, that revenues meet all Marina Fund expenses. It should be noted that, as yet, no provision has been made in the Marina Fund for a reserve for replacement of facilities as they wear out and for additional facilities as required.

It is also noteworthy that since fiscal year 62-63 Marina berthing rates have been raised only 5% and that increase took place six years ago in fiscal year 66-67.

For the purpose of this study, it was determined that a Replacement Fund should be established to reflect provision for replacement costs of Marina slips and frontal and east walls (the east wall being constructed along the side of Wharf No. 2).

Some of the basic assumptions made for the study are as follows:

1. A 25% berthing rate increase was assumed for FY 72-73; 20% increases for FY 77-78; 82-83 and 87-88. For building rental and parking lot fee increases, see Sheet 3.
2. Maintenance and operations costs would increase 5% annually from a base year of FY 72-73.
3. That interest earned and paid on surpluses or deficits would be 6%.
4. An estimated cost of \$25,000 was assumed for constructing holding tanks and pumpout facilities in FY 74-75. New slips at bulkhead wall and D Tier were estimated to cost \$77,000 in FY 73-74. Dredging would be done in FY 77-78 at a cost of \$25,000; again in FY 84-85 for an escalated cost of \$53,000; again in FY 91-92 for an escalated cost of \$53,000.
5. It was assumed that the Marina slips would begin to require replacement 15 years after construction, which took place in 1960, and that replacement would take place over a period of 15 years, thus providing for an average life of about 22 years. The frontal and east walls built in 1959 would begin to be replaced after 20 years and replacement would be completed in ten years. The average life, therefore, of the frontal and east walls is assumed to be about 25 years. The amounts to be set aside in the Replacement Fund on an annual basis are shown on Sheet 4.

The original construction cost of the slips and the frontal and east walls was escalated 5% a year to the year replacement was to begin and then divided by the number of years assigned for replacement to obtain the cost of the first year's replacement work. The cost of the work was increased 5% each year over the following years until replacement was completed.

CONCLUSION:

It is apparent from review of Sheet 2 that the rate increases assured do not provide sufficient revenue to finance replacement and construction of facilities as programmed.

MARINA RATE STUDY

REVENUES

	69-70	70-71	71-72	+25% 72-73	Now Slips* 73-74	+20% 77-78	+20% 82-83	+20% 87-88
Berthing	88,000	94,000	100,000	125,000	141,000	169,000	203,000	244,000
Stores	29,000	34,000	27,000	27,000	27,000	30,000	33,000	36,000
Electricity	3,000	---	---	---	---	---	---	---
Parking	22,000	29,000	30,000	30,000	30,000	33,000	36,000	40,000
Launching	2,000	4,000	4,000	4,000	4,000	5,000	5,000	6,000
Misc.	1,000	3,000	4,000	4,000	4,000	4,000	4,000	4,000
TOTAL	145,000	164,000	165,000	190,000	206,000	241,000	281,000	330,000

*9 Slip 14-24'x12' \$23x12x80%x14x1.25% = 3,860/Yr.
 Bulkhead 26-36'x14' \$36x12x90%x26x1.25% = $\frac{12,600}{16,000}$

MARINA RATE STUDY

REPLACEMENT EXPENSE

Fiscal Year	Annual Reserve Requirement	Net Reserve	6% Interest	Replacement Expense		Total Replacement Expense
				Slips	Frontal Wall	
71-72	74,800	74,800	---	---	---	---
72-73	74,800	154,100	4,500	---	---	---
73-74	74,800	238,100	9,200	---	---	---
74-75	74,800	327,200	14,300	---	---	---
75-76	74,800	330,600	19,600	41,000	---	41,000
76-77	75,800	435,200	22,800	43,000	---	43,000
77-78	74,800	491,100	26,100	45,000	---	45,000
78-79	74,800	548,400	29,500	47,000	---	47,000
79-80	74,800	608,100	32,900	48,000	---	48,000
80-81	74,800	590,500	36,500	50,000	78,900	128,900
81-82	74,800	565,600	35,400	52,000	83,100	135,100
82-83	74,800	532,800	33,900	54,000	87,500	141,500
83-84	74,800	490,500	32,000	57,000	92,100	149,100
84-85	74,800	438,700	29,400	59,000	97,000	156,000
85-86	74,800	327,000	26,300	61,000	101,800	162,800
86-87	74,800	303,500	22,600	64,000	106,900	170,900
87-88	74,800	217,300	18,200	67,000	112,200	179,200
88-89	74,800	117,300	13,000	70,000	117,800	187,800
89-90	74,800	2,400	7,000	73,000	123,700	196,700

City of Monterey



Mayor
AL J. MADDEN
Councilmen
JOSEPH G. ANGELO
JOHN M. BOURDAY
PETER J. CONIGLIO
GERALD T. FRY
City Manager
JOHN H. NAIL

hall, Monterey, California 93940

Telephone 372-8121 AREA CODE 408

December 1, 1972

Dr. Robert von Pagenhardt
Naval Postgraduate School
Monterey, CA 93940

Dear Dr. von Pagenhardt:

Enclosed are copies of three letters pertaining to the percentage distribution of revenues in the Marina Lot No. 1. I believe they explain our method of distribution.

Very truly yours,

A handwritten signature in dark ink, appearing to read "Ronald E. Beach", is written over the typed name.

Ronald E. Beach
Finance Director

REB/pm
Encls.
cc: Pub.Wks.Dir.
CM

July 3, 1969

Mr. Larry Thomas
Assistant Civil Engineer
Department of Harbors & Watercraft
1416 Ninth St. Resources Bldg.
Sacramento, Ca. 95814

Dear Mr. Thomas:

We are in the process of acquiring parking meters to install in our waterfront area on the lot known as Lot #1. As you know, this lot will be partially within the Marina area and partially outside. We would like to request your approval of procedures of handling the payment of parking meters and the distribution of the revenues from the lot before we get into the actual paper work.

We would propose that the gated lot, which is entirely within the Marina area, be collected separately and deposited to the Marina fund. Therefore, the problem only exists in Lot #1. We are acquiring parking meters for that lot and will be paying for them on a monthly basis over a period of years. We propose that after installation of the parking meters we would establish a percentage of the total meters that are within the Marina designated area. Using that percentage we would prorate the monthly payment on the parking meters to Marina and other City funds. We would also in collection of the meter monies, collect the lot in total and use the same percentage distribution of the revenues. This is in essence saying that the lot operates as a total entity, one area complementing another, and that the total revenue structure and expenditures for the parking meters should follow on a percentage basis.

Incidental to this, it's a heck of lot easier to account for and seems very practical. May we please have your comments on this procedure?

Very truly yours,

Ronald E. Beach
Finance Director

REB:rs
cc: L. W. McIntyre

DEPARTMENT OF HARBORS AND WATERCRAFT

16 NINTH STREET
SACRAMENTO, CALIFORNIA 95814

July 16, 1969

Mr. Ronald E. Beach, Finance Director
City of Monterey
City Hall
Monterey, California 93940

Dear Mr. Beach:

In your letter of July 3, 1969, you asked if the parking revenues from Lot #1 could be collected as a total entity and prorated to the various funds based on the percentage of meters within each area.

We discussed this problem with our auditor some time ago, and he felt the parking revenues could be prorated on a percentage basis but that this percentage should be determined on an actual usage rather than on a percentage of the number of meters in the marina project area.

He felt that the meters adjacent to the water would be utilized at a greater capacity than those adjacent to the railroad tracks.

This percentage could be determined by collecting each part of the lot separately for a period of time or by random field count. We believe this would give a more equitable division than a straight percentage method.

Sincerely,

A handwritten signature in cursive script that reads 'Larry J. Thomas'.

LARRY J. THOMAS
Assistant Civil Engineer

November 10, 1969

Mr. Larry J. Thomas
State of California
Resources Agency
Department of Park & Recreation
Division of Small Craft Harbor
1416 9th St.
Sacramento, Calif.

Dear Mr. Thomas:

We have run an analysis of the monies collected from the new parking lot at our Marina. The lot that is split partially to the City parking fund and the other portion to the Marina fund seems to have established an average over the first two months of operation. Based upon the weights recorded the average percentage of the total amount collected has been 42% to the Marina area. Based upon the dollar intake only 41% has come from that same area. We will continue to collect the monies separately until you approve a given percentage allocation from the overall collection. I would recommend that we collect the total monies and allocate 42% to the Marina fund and the balance to our parking district.

I would further suggest that we collect separately at least twice a year at key times to reestablish the validity of this percentage. We could run a test over a couple of weeks and adjust the percentage accordingly.

If an allocation based upon the 42% is satisfactory to you we would appreciate your notifying us so that we might discontinue the separate collection that we are now making.

Very truly yours,

Ronald E. Beach
Finance Director

REB:rs
cc: Public Works Dir.
Marshall Reeves
Dewey Evans

CHART OF BASIC MONTHLY RATES
(Two side ties, except under 20 feet)

BOAT SIZE	MONTEREY	SANTA CRUZ	SANTA BARBARA	SAN LEANDRO	BERKELEY	MOSS LANDING ***
up to 20'	\$ 15.00	\$ 25.00	\$ 17.00	\$ 17.00	\$ 17.00	\$ 9.60
24'	22.50	31.25	33.75	24.00	26.40	16.00
28'	24.00	38.00	42.00	28.00	30.80	16.00
30'	27.00	38.00	42.00	32.00	33.00	16.00
36'	30.00	45.00	58.00	40.00	44.00	21.50
40'	32.50	50.00	58.00	40.00	44.00	21.50
45'	36.00	67.50	65.25	50.00	49.50	26.50
50'	36.00	75.00	75.00	50.00	55.00	26.50
60'	-0- (1,3)	90.00)2,4)	90.00	60.00 (3)	71.50 (5)	32.50 (1)

*** Moss Landing has all single side ties - rates have been increased 20% for comparison purposes.

1. Major discount allowed for advance long term payments.

2. Minor discount allowed for advance long term payments.

3. Rate increase under study.

4. Rates recently increased.

5. Rate increase of 15% in January, 1973.

CHART OF EQUIVALENT MONTHLY RATES

1. Estimated values are basic costs plus: (a) Free parking: \$1.50 to \$4.00/month depending on boat size
(b) Free electricity: \$.50 to \$5.00 depending on boat size.
(c) 24 hour harbormen: \$ 4.50/month.
2. Rates for two side tie except under 20 feet.

BOAT SIZE	MONTEREY	SANTA CRUZ	SANTA BARBARA	SAN LEANDRO	BERKELEY	MOSS LANDING
20'	\$ 17.00	\$ 29.50	\$ 17.00	\$ 21.50	\$ 17.50	\$ 14.10
24'	25.50	35.75	33.75	28.50	27.90	20.50
28'	28.50	39.50	42.00	32.50	32.80	20.50
30'	32.50	42.00	42.00	36.50	35.50	20.50
36'	36.75	49.50	58.00	44.50	48.00	26.00
40'	40.50	54.50	58.00	44.50	49.00	26.00
45'	45.00	72.00	65.25	54.50	54.50	31.00
50'	45.00	79.50	75.00	54.50	60.00	31.00
60'	-0-	94.00	90.00	64.50	76.50	37.00
	(1,3)	(2,6)		(3)	(4,7)	(1,3,5)

NOTATIONS:-

1. Major discount allowed for advance long term payments.
2. Minor discount allowed for advance long term payments.
3. Rate increase pending.
4. 15% increase in rates effective January 1973.
5. All one side tie berths, 20% increase over published rate is listed above.
6. Recent rate increase.
7. Rent for lockers not included.

SANTA CRUZ

1. Rates based on length of slip:-

one side tie = \$1.25/ft/month
two side tie = \$1.50/ft/month

2. 5% discount for annual payment.

3. Slip sizes:-

Lower harbor	80 - 24'	@ \$1.25/ft
	132 - 30'	@ \$1.25/ft
	17 - 40'	@ \$1.25/ft
	20 - 40'	@ \$1.50/ft
	26 - 50'	@ \$1.50/ft
	8 - 60'	@ \$1.50/ft (\$90.00/month)
Upper harbor	70 - 20'	(\$25.00/month)
	114 - 25')
	189 - 30') all one side ties
	36 - 35') @ \$ 1.25/foot
	46 - 40')

Rent calculated on berth or boat size whichever is greater

4. Transients charges credited to lessee minus 10%.

5. Electricity included in berth charges.

6. Water free; parking free; no dry storage.

7. Boat trailers in regular lot - no charge.

8. Ramp charge \$2.00.

12/15/72

SANTA BARBARA

1. Rate charged by boat or slip length whichever is greater.
one side ties up to 20 ft. - \$ 1.35/ft/month
two side ties up to 26 ft. - \$ 1.35/ft.
" " 40 ft. - \$ 1.40/ft.
" " 46 ft. - \$ 1.45/ft.
" " 65 ft. - \$ 1.50/ft.
 2. Electricity included and 24 hour security provided.
 3. Parking in public lot - no charge. When parking meters are installed plan to use ticket or decal issued when bill is paid.
 4. No dry storage or trailer lot per se.
 5. Charge transients at 10¢/foot, no credit to lessee. End ties same as slip for fees.
 6. Slips and fees - no discounts.

72 - 20'	}	\$ 1.35/ft/month
253 - 25'		
57 - 30'	}	\$ 1.40/ft/month
106 - 35'		
44 - 40'	}	\$ 1.45/ft/month
31 - 43'		
18 - 45'	}	\$ 1.50/ft/month
11 - 50'		
19 - 51'	}	\$ 1.50/ft/month
13 - 60'		
3 - 65'		
- 102 - end ties - per boat size/foot
- Mooring buoys - boats @ \$.40/ft.

12/15/72

SAN LEANDRO

1. One side ties - 85¢ per boat foot/month
Two side ties - \$1.00 per berth foot
2. Covered berths - \$1.50 per berth foot
2. Rates may increase in coming year.
3. Electricity included at no extra charge.
4. Boats fitted fully inside slips - no overhang.
5. No discount.
6. Parking free.
7. Water free.
8. Ramp and trailer parking - no charge.
9. Marina operated from general fund, various departments budget for the several phases of operation.

SLIP SIZES:-

64 - 21'
64 - 24'
75 - 28'
48 - 32'
32 - 40'
10 - 44'
5 - 50'
5 - 60'

12/15/72

BERKELEY

Rate Schedule:- \$.85 foot - berth one side
\$1.10 foot - berth two side

These rates will increase January 1st to \$1.10 and \$1.25/foot/month.

Electricity - metered and collected by Pacific Gas & Electric.

Parking free.

Water free.

Twenty-four hour security.

SLIP SIZES:-

115 - 20'
90 - 24'
92 - 25'
75 - 26'
60 - 28'
52 - 30'
41 - 35'
17 - 40'
20 - 45'
18 - 50'
12 - 52'
18 - 65'
4 - 85'

Dry storage:- \$ 18.00/month. Includes use of ramp.

Ramp:- \$ 1.00 in and out.

12/15/72

MOSS LANDING

1. Berths go from 20' to 60'. All are single side ties, in increments of 10 feet.
2. Will accommodate boats up to 70 feet in length.
3. Monthly rate is approximately 44¢/foot of berth length.
Discount:- 5% quarterly; 10% semi-annually; 15% annually.
4. If boat is 10% of more over size, rate is next higher. If shorter, rate is by length of berth.

SLIP SIZES:-

44 - 20' @ \$ 8.00/month
73 - 30' @ \$13.00/month
124 - 40' @ 18.00/month
12 - 50' @ 22.00/month
10 - 60' @ 27.00/month

25' boat in 30' slip charge is \$ 13.00/month.
25' boat in 20' slip charge is \$ 13.00/month.
22' boat in 20' slip charge is \$ 8.00/month.

5. Transients:-

up to 40' - \$ 2.00/day
40' to 60' - \$ 3.00/day
over 60' - \$ 4.00/day
rafting - \$ 1.00/day to 40' and \$ 2.00 up

Electricity included in rate.

Parking and water free.

Security:- Sheriff Department in rounds only. No harbormen.

12/15/72

NOTE ON BOAT OWNER'S PARKING REQUIREMENTS

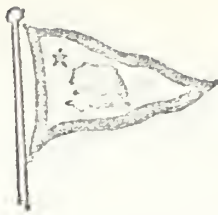
A recent marina parking survey at Berkeley shows that a parking space factor of 0.65 spaces per boat is appropriate rather than the usual 1 to 1 ratio. For Monterey this would indicate that for 365 boats, 237 spaces would be needed for normal maximum demand. However, because of Monterey's mixture of fishing boats and pleasure boats, this requirement is probably about 30% high. For example, pleasure boatmen use parking facilities on week-ends and during daylight hours, whereas fishermen tend to maximum usage during week days. In addition, many fishing boats are absent from the area during the summer. These factors would tend to keep parking requirements well below those of most other harbors.

Assuming the above to be close estimates the normal peak demand for boat-owners parking in Monterey would be about 166 spaces.

NOTE ON WAITING LIST

As of December 18th, 1972 the waiting list was made up as follows:-

Boats under 20'	81
20 - 22'	45
23 - 25'	44
26 - 28'	57
29 - 31	30
32 - 40	51
40 - up	30
Trimarans	5
TOTAL	<u>343</u>



MONTEREY PENINSULA YACHT CLUB

POST OFFICE BOX 91 • MONTEREY, CALIFORNIA 93940

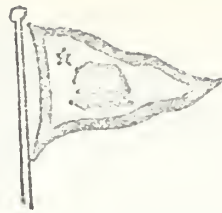
January 17, 1973

Mr. Leon W. McIntyre
Director of Public Works
City of Monterey
Monterey, California 93940

Dear Mac:

The Monterey Marina Committee and its newly acquired voluntary staff of a civil engineer, an economist, and a systems analyst are in need of additional information in order to carry forward the studies required for the examination of public policy issues pertaining to the Marina. Before asking for your further assistance in obtaining information, I want to record here our earlier mutual agreement on several important principles, stipulations or recommendations for the government of the Monterey Marina.

1. The Monterey Marina has operated--and should continue to operate--on a self-supporting basis, that is, without net financial loss to the City.
2. The actual costs of the Marina attributable to its users should be assigned to the Marina District, while those costs fairly attributable in whole or part to others should be assigned appropriately to others, including the City.
3. The revenues and other benefits received by the City attributable to the Marina and its users should be identified and made visible in the system of accounts and reports, either monetized or otherwise depicted.
4. The Marina's system of accounts, program budgets and plans should make visible the resources used, requested or



MONTEREY PENINSULA YACHT CLUB

POST OFFICE BOX 91 • MONTEREY, CALIFORNIA 93940

Page 2

contemplated appropriately separated, ordered and identified in order to show purposes served, at what cost and otherwise assist decision-making. (This objective would imply a management-oriented accrual method of accounting, program budgeting and multiple year planning.)

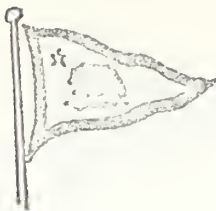
Most, if not all, of the additional information we need will help with the realization of the above principles.

First, as to costs, we need a breakdown of Marina expenditures for investment, maintenance and management by purpose served, including:

1. Barrier Walls (North and East)
2. Floats and Slips
3. Parking Facilities
4. Roadways
5. Public Park
6. Wharf No. 2, other than above

Second, as to revenue and other benefits received by the City, we need, inter alia,

1. The amounts received by the County and City of Monterey from boatowners paying County Property Tax on their boats harbored in the Marina
2. The amounts received by the County and City of Monterey from renters of Marina slips paying County Possessory Interest Tax on such rentals.
3. A list of leasees using the Marina.



MONTEREY PENINSULA YACHT CLUB

POST OFFICE BOX 91 • MONTEREY, CALIFORNIA 93940

Page 3

4. A list of transient berths and their revenue as well as an estimate of the number of potential visitors denied berthing.

5. List of moorers in the Outer Harbor and the revenue derived therefrom.

Third, as regards services,

1. How many parking places are physically located in the Marina and how many others are co-located with the Marina and available to Marina users?

2. How many of the above are assigned to "Special Parking Permits," to City use or to other restrictions?

3. How many "Special Parking Permits" for the above places are issued and to whom?

4. How many persons are on a waiting list for such permits and who are they?

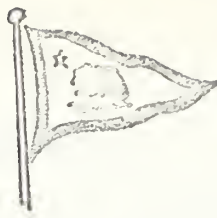
5. How do the revenue and usage of the enclosed area parking, permit parking area and individual coin machine area compare?

Fourth, what is the current program budget and what multi-year plans are extant for the improvement, maintenance and management of the Marina. Specifically, what currently are the City's or City Staff's intentions regarding:

1. An increase of berths in the Marina.

2. The provision of a small boat landing platform.

3. The provision of a boat repair platform outside the inner harbor.



MONTEREY PENINSULA YACHT CLUB

POST OFFICE BOX 91 • MONTEREY, CALIFORNIA 93940

Page 4

4. The provision of a marine repair facility.
5. The provision of small boat dry storage.
6. The provision of more parking places in the "Special Parking Permit" category for Marina slip leasees.
7. Modernization of slips through elimination of overhead electrical wires, installation of more telephones, greater provision for garbage and other waste, etc.

Fifth, in order to consider the future of the Monterey harbor and advise from a knowledgeable perspective, the Marina Committee believes its members should be consulted ab initio concerning the formulation or development of plans for enlargement of either the Marina or the greater harbor area. Consequently, the Committee would like to receive a brief on currently contemplated plans and alternatives.

On behalf of the Committee, I want to declare our appreciation for the assistance you have already given. We are looking forward to meeting with the City Manager and yourself in an effort to implement fully the principles enumerated earlier and resolve any resulting monetary or other problems.

Sincerely yours,

A handwritten signature in cursive script that reads "Robert von Pagenhardt".

Robert von Pagenhardt
Staff Commodore and
Co-Chairman of the
Monterey Marina Committee

Please send reply to:
Code 6404
Naval Postgraduate School
Monterey, California 93940

MONTEREY COUNTY



OFFICE OF THE ASSESSOR

MONTEREY BRANCH OFFICE

(408) 372-7395 - 1200 AGUAJITO ROAD, MONTEREY, CALIFORNIA 93940

DONALD P. STEWART
ASSESSOR

January 18, 1973

Mr. Robert von Pagenhardt
Code 6404
Naval Postgraduate School
Monterey, California

Dear Mr. von Pagenhardt:

In reply to your letter of January 16, 1973, please be advised that the total assessed valuation of the Monterey Marina as of March 1, 1972 is \$47,005.00. The following is the breakdown of the total taxes allocated to the various agencies as you requested:

Code Area 3-000

	<u>Rate</u>	<u>Amount</u>
City	\$ 2.031	\$ 954.67
County	\$ 2.395	\$1,125.77
Schools	\$ 6.144	\$2,887.99
Flood Control	\$.010	\$ 4.70
Airport	\$.110	\$ 51.70
Total Rate & Taxes	\$10.690	\$5,024.83

If you have any further questions, please feel free to contact me again.

Very truly yours,

DONALD P. STEWART
Assessor, Monterey County

Ted M. Neth
Supervising Appraiser

TMN/cs

cc: Mr. Ron Beach

January 16, 1973

Mr. Ted M. Neth
Supervising Appraiser
Office of the Assessor
Monterey County
1200 Aguijito Road
Monterey, California 93940

Dear Mr. Neth:

The Monterey Marina Committee, in consultative relationship with the City of Monterey, is conducting a study on the cost and benefits attributable to the Monterey marina. In that connection, we need to know the gross possessory interest tax derived from the berthing facilities (boat) for 1972-73 as explained by our co-chairman, Mr. Stanley Gordon Lewis.

It would be very helpful to this Commission and, ultimately, the city government if we could have this information displayed as two or three categories. The first category is the amount paid to the County. The second category is that part allocated to the City of Monterey. A possible third category might be the amount allocated to other entities than the County and the City of Monterey, for example, schools, hospitals, airports and similar districts. Would you kindly send the information to me at: Code 6404, Naval Postgraduate School, Monterey, California.

Thanking you for the courtesy already given and appreciating in advance your assembling this information, I am,

Sincerely yours,

Robert von Pagenhardt
Staff Commodore,
Monterey Peninsula Yacht Club
Co-Chairman,
Monterey Marina Committee

City of Monterey



Mayor
AL J. MADDEN
Councilmen
JOSEPH G. ANSEL
JOHN M. BOULDREY
PETER J. CONIGLIO
GERALD T. FRY
City Manager
JOHN H. NAIL

Colton Hall. California's Constitution Hall in 1849.

y hall, Monterey, California 93940

telephone 372-8121 AREA CODE 408

February 7, 1973

Monterey Marina Committee
Code 6404
Naval Postgraduate School
Monterey, CA 93940

Attn: Mr. Robert von Pagenhardt

The following is submitted in reply to your request of January 17.
I will attempt to respond to your questions in the same order in
which they were listed in your letter.

Your first question was as to cost and requested a breakdown of
Marina expenditures for investment, maintenance and management by
purpose served.

NOTE: IN THE FIGURES THAT ARE SUBMITTED WE DO NOT SHOW THE LABOR
OF THE REGULAR CREW AND WE DO NOT INCLUDE OVERHEAD, ADMINISTRATIVE
COSTS CONCERNING FEES, ACCOUNTING, VEHICLE MAINTENANCE, FUEL, ETC.
THESE ARE THE MATERIAL COSTS ONLY AND WHATEVER PART-TIME LABOR WAS
HIRED FOR THE SPECIFIC JOB.

Repairs to Wharf #2:

Materials	\$ 7,991.64
Part-time Labor	6,000.00
	<u>13,991.64</u>

Marina Structures:

Replacement Mat'ls	5,037.00
Repair Materials	901.00
Part-time Labor	548.00
	<u>6,486.00</u>

Marina Operating Supplies:

For routine main- tenance items	1,820.00
------------------------------------	----------

Dredging:

Dredge	\$ 1,840.00
Part-time Labor	150.00
	<u>1,990.00</u>

Repairs to Outer Walls:

Materials	737.00
Labor	300.00
	<u>1,037.00</u>

<u>Part-Time Kelp Cutting:</u>	<u>1,930.00</u>
--------------------------------	-----------------

GRAND TOTAL	\$27,254.64
-------------	-------------

The above figures were for fiscal 1971-72 and we anticipate the 1972-73 expenditures will be about the same except for increases due to inflation and salaries. We also anticipate higher dredging costs.

Next year we also anticipate that the frontal wall repairs will increase from \$3,000 to \$4,000; that there will be \$2,000 required for cathodic protection for the east wall, and \$12,000 for rebuilding the reveted slope along the bulkhead wall.

There were also expenditures by the Parking Meter Division for patrol, enforcement and collection; minor road patching, striping, landfill maintenance, and some work done near the Yacht Club to correct a subsidence problem.

Regarding the amount of money received by the City from property tax in the Marina, I do not know this figure nor do I know the one for the possessory interest tax. I understand that your Committee is attempting to obtain this information from the Assessor.

You will find attached a list of the Monterey Marina Lessees by location of residence broken down as to Monterey, Peninsula, Other areas, and by Public Vessels (Enclosure 1). Public Vessels includes those for the Navy, the City, etc.

At the time of preparing the information for you, we had 35 transient vessels moored in the Marina. 20 of these were not transients in the full sense in that they were awaiting permanent berths. All of them were paying a fee for the purpose of berthing their vessel. The Marina fund received ten percent of the transient money so paid and the remaining ninety percent is credited to the lessees' account. The number of transient boats has varied from as small as 39 in December to as many as 136 in July. We estimate that in 1972 berthing facilities were denied to about 100 vessels (excluding the albacore fleet).

Boats over 55 feet in length are generally denied berthing. All boats that are denied berths are offered anchorage. We feel that even if we had special transient berths, they could not meet the demand.

Enclosure 2 indicates 60 boats moored in the outer harbor and breaks them down again as to Monterey, Peninsula, and Other areas. Enclosure 2 also gives a breakdown on the waiting list by boat size showing a total of 354 on the waiting list plus 5 trimarans and 35 waiting for buoys.

There is no revenue derived from moored boats. Historically, the moored boats have been those of the commercial fleet and, in fact, when the Marina was constructed it occupied an area formerly used by them.

Regarding parking, there are 123 spaces in the gated lot, 329 in Lot No. 1 (the lot closest to Wharf #1), 55 in the Jolly Rogue area, 27 metered spaces on Wharf #2, 35 permit spaces on Wharf #2, 2 spaces reserved for City vehicles, and 3 spaces that are on leased property occupied by the Jolly Rogue. Of the 329 in the main lot, 113 are within the project boundary area.

The revenue from the permit spaces is \$2,100 a year; from the gated lot, \$4,200 a year; and for the balance of the metered spaces, \$25,000 a year.

There are 65 permits that have been issued to park in the permit area. These are predesignated to the concessionaires on Wharf #2 with a sprinkling of fishermen. Several of them were issued to governmental entities; i.e., Postgraduate School, the Health Department, Fishermen's Union, Fish and Game. We have 17 people on the waiting list for permits and some of them have been waiting since 1969. We also have 7 people who have purchased cards for the gated lot.

I have earlier discussed with you the possibility of an increase in berths in the Marina and have furnished you drawings indicating their location. There would be a provision for a landing dock included in this construction adjacent to the frontal wall. The City has long pursued a boat repair facility on the landfill area near the breakwater and there has been a multi-year discussion with the Coast Guard regarding this property.

February 7, 1973

In the boat repair facility there would also be areas for individuals to work on their own boats and also for small boat dry storage.

Included in our program will be the conversion to "underground" of all overhead wires in the Marina. Telephones can be installed at your request and we have increased the garbage pickup and collection as discussed in our earlier meetings.

We still have a misuse of the trash containers by boaters and the public and we are watching to see how many additional cans will be necessary.

Your question regarding the future of the harbor was answered in the Council meeting last night.

If the above information is unclear or not adequate, please call me and we will attempt to correct it.

L. W. McIntyre
md

L. W. McIntyre
Public Works Director

LWM:md
Enclosures 2

cc: City Manager
City Council

MONTEREY MARINA LESSEES
(by location of residence)

A Tier	Monterey	38	
	Peninsula	42	
	Other areas	6	
	Public Vessels	6	
B Tier	Monterey	25	
	Peninsula	36	
	Other areas	10	
C Tier	Monterey	19	
	Peninsula	14	
	Other areas	8	
	Public Vessels	1	
D Tier	Monterey	18	
	Peninsula	28	
	Other areas	9	
	Public Vessels	1	
E Tier	Monterey	19	
	Peninsula	16	
	Other areas	7	
	Public vessels	2	
F Tier	Monterey	19	
	Peninsula	26	
	Other areas	9	
<u>Totals</u>	Monterey	138	
	Peninsula	162	
	Other areas	49	
	Public	10	
		<u>359</u>	<u>Total lessees</u>

ENCLOSURE 1

2/1/73
JBS

MOORING OWNERS BY LOCATION

Monterey	43
Peninsula	11
Other areas	4
Public Vessels	2
	<u>60</u> Total

WAITING LIST BY LOCATION

Under 20 feet	Monterey	24	
	Peninsula	26	
	Other areas	29	
	Special request	4	(wants larger berth)
20 feet to 22'	Monterey	12	
	Peninsula	18	
	Other areas	18	
	Special request	2	(1 deferred, 1 larger berth)
23 feet to 25'	Monterey	11	
	Peninsula	15	
	Other areas	21	
	Special request	1	(deferred)
26 feet to 28'	Monterey	7	
	Peninsula	14	
	Other areas	32	
	Special Request	5	(1 deferred, 4 larger berth)
28 feet to 31'	Monterey	7	
	Peninsula	3	
	Other areas	20	
	Special request	3	(1 uncertain, 2 deferred)
	Public vessels	2	
32 feet to 40'	Monterey	11	
	Peninsula	12	
	Other areas	22	
	Special request	5	(2 deferred, 3 larger berth)

ENCLOSURE 2

Waiting list by location
Page 2

40 feet & up	Monterey	5
	Peninsula	10
	Other areas	15

Totals	Monterey	77
	Peninsula	98
	Other areas	157
	Special request	20
	Public vessels	2
	<u>Total berth waiting list</u>	<u>354</u>

Trimarans	Monterey	2
	Other areas	3

BUOY WAITING LIST

	Monterey	6
	Peninsula	7
	Other areas	22
	<u>Total buoy waiting list</u>	<u>35</u>

2/2/73
JBS

COMPUTATIONS AND JUSTIFICATION FOR THE
COST/BENEFIT FIGURES OF SECTION I. C. 4.

I. Monetary Direct

1.	Berthing	
2.	Rents & Concessions	
3.	Electrical Services	All taken directly from
4.	Parking	Marina Fund Audits
5.	Launch Ramps	(Appendix B)
6.	Miscellaneous	

1. Possessory Interest: Taken from letter of
18 Jan 1973 (Appendix C)
2. County Personal Property Tax:
 - Tax rate is .02031 of 25% of Market Value
 - Market Value of all Marina boats is estimated
at \$1,611,500
 - ∴ $(.02031) \ 25\% \ (1,611,500 = \8182.39

For 1972

a) Material and part time labor

- The Public Works Director has agreed to a 50%/50% split of the material and part time labor costs associated with Wharf No. 2.
- Letter of 7 February 1973 (Appendix C) shows the 1972 costs to be \$13,991

$\therefore (.50) (13,991) = 6,995.82$

b) Maintenance Men

- The Public Works Director has agreed that 35% of the time of the 3 Marina workmen has been spent on the City's portion of Wharf No. 2.
- Letter of 15 May 1972 (Appendix C) shows these men received $\frac{1.7}{6.8}$ of the Marina salaries
- Marine salaries for 1972 were \$62,684 as seen in the 1972 Audits
- $\therefore \left(\frac{1.7}{6.8}\right) (62,684) (.35) = 5,484.85$

For 1960-1971

a) Upkeep and Maintenance

- Assuming the 50%/50% split over all years
- Audits show cost of material and part time labor to be \$37,447.
- $\therefore (.50) (37.447) = \$18,723$

b) Maintenance Men

- Assuming there have always been 3 workmen
- Assuming their fraction of total Marina salaries has always been $\frac{1.7}{6.8}$
- Assume 10% of the total Marina salaries to be overtime
- Total Marina salaries were 501,738.96 from the Audits
- $\therefore (501,738.96 - 50,173.89) \left(\frac{1.7}{6.8}\right) (.50) = \$39,371.94$

2. Upkeep and Maintenance of Public Roadways and Parks

- Portions of the time and efforts of all Marina employees have been spent in maintaining the good state of repairs for all the Marina associated roads and roadside walkways.

3. Guard Services Provides

For 1972

- Marina watchmen spend one hour out of every eight on Fisherman's Wharf.

- These watchmen draw 3/6.8 of the Marina salaries. Letter of 15 May 1972 (Appendix C)
- Marina salaries for 1972 were \$62,684 as per Audits

$$\therefore \left(\frac{1}{8}\right) \left(\frac{3}{6.8}\right) (\$62,684) = \$3,456.83$$

For 1960-1971

- Assuming the same one hour out of eight
- Assuming the $\frac{3}{6.8}$ fraction was always correct
- Audits show total salaries minus 10% overtime to be \$451,565.07

$$\therefore \left(\frac{1}{8}\right) \left(\frac{3}{6.8}\right) (451,565.07) = \$24,902.08$$

4. Provision of 4 Bus Parking Spots:

For 1972

- The City provides parking and unobstructed turnout space for 4 buses and thus concedes space which could be used for 27 metered car parking spaces
- The 411 metered car parking spots earn \$25,000 per year. See letter of 7 February 1973 (Appendix C)

$$\therefore 27 \left(\frac{25000}{411}\right) = 1,642.41$$

For 1960-1971

- This area has been in use since 1968

$$\therefore (4) (\$1,642) = \$4,926$$

II. Monetary, Indirect

A. Taxes

1. Possessary Interest to others

- The 1972 value is taken from the letter of 18 January 1973 (Appendix C)

B. Economic Impact of Boat Owners' Expenditures

- It is virtually impossible to determine the amount spent by local and visiting boatmen as they spend their weekends and free time in the Marina area.

- This would include not only the Marina expenses such as boat repair, fuel and equipment, but also the dollars spent on accommodations ashore, meals ashore and many, many other revenues brought to local merchants.

III. Non-Monetary

- These benefits are self-descriptive and obviously difficult to determine in dollar values. However, they must not be overlooked.

Costs

I. Direct Costs

- All values shown are taken from the Audits of the Marina Funds
- The groupings and breakdowns used in this section are those which this author believes the City should use in the future. Presently the Marina Fund Audits simply list expenditures. The list may vary from year to year and there is no attempt to group expenses for any Planning purposes. This writer believes that if expenses are shown as he suggests it will be easier to draw conclusions for future planning.

II. Indirect Costs

- As with Non-Monetary Benefits these costs are very difficult or perhaps even impossible to assign dollar values. However, they must be considered.

APPENDIX E

STATE LOAN AND CITY CONTRIBUTION REPAYMENT SCHEDULES

STATE LOAN REPAYMENT SCHEDULE

BY	PRINCIPAL		INTEREST		TOTAL	\$73
	Loan #1	Loan #2	Loan #1	Loan #2	PAYMENTS	
73	15000	13000	3487.50	10941.75	42429.25	42429.25
74	15000	13000	3037.50	10460.75	41498.25	39400.00
75	15000	13000	2587.50	9979.75	40567.25	36800.00
76	15000	13000	2137.50	9498.75	39636.25	34300.00
77	15000	13000	1687.50	9017.80	38705.30	31900.00
78	15000	13000	1237.50	8536.70	37774.20	29600.00
79	15000	13000	787.50	8055.80	36843.30	27500.00
80	15000	13000	337.50	7574.75	35912.25	25600.00
81		13000		7093.80	20093.80	13500.00
82		13000		6612.75	19612.75	12600.00
83		13000		6131.75	19131.75	11800.00
84		13000		5650.75	18650.75	10900.00
85		13000		5169.80	18169.80	10100.00
86		13000		4688.75	17688.75	9400.00
87		13000		4207.75	17207.75	8700.00
88		13000		3726.75	16726.75	8100.00
89		13000		3245.80	16245.80	7500.00
90		13000		2764.75	15764.75	6900.00
91		13000		2283.75	15283.75	6350.00
92		13000		1802.75	14802.75	5850.00
93		13000		1321.80	14321.80	5400.00
94		13000		230.15	13230.15	4700.00
						\$386409.25

$$\sum_{73}^{92} (\$73) = \$376,300$$

Note: All payments, principal and interest, have been made on time up to this date.

CITY CONTRIBUTION REPAYMENT SCHEDULE

FY	PRINCIPAL	INTEREST	TOTAL PAYMENTS	\$73
73	16700	14500	31200	31200
74	16700	14000	30700	29200
75	16700	13500	30200	27400
76	16700	13000	29700	25600
77	16700	12500	29200	23200
78	16700	12000	28700	22600
79	16700	11500	28200	21000
80	16700	11000	27700	19700
81	16700	10500	27200	18400
82	16700	10000	26700	17300
83	16700	9500	26200	16100
84	16700	9000	25700	15000
85	16700	8500	25200	14050
86	16700	8000	24700	13100
87	16700	7500	24200	12200
88	16700	7000	23700	11400
89	16700	6500	23200	10600
90	16700	6000	22700	9900
91	16700	5500	22200	9250
92	16700	5000	21700	8600
93	16700	4500	21200	8000
94	16700	4000	20700	7400
95	16700	3500	20200	6900
96	16700	3000	19700	6400
97	16700	2500	19200	5950
98	16700	2000	18700	5500
99	16700	1500	18200	5100
00	16700	1000	17700	4750
01	16700	500	17200	4400
0]	16700	0	16700	4050
				<u>\$414250</u>

$$\begin{array}{l} 92 \\ \Sigma (\$73) = \$355,800 \\ 73 \end{array}$$

Note: No official city contribution repayment schedule exists.
This schedule was written by the author.
: To this date only one payment has been made, \$3231 in 1965.

APPENDIX F

"THE MARINA RATE STUDY"

One of the City of Monterey's first responses to the Monterey Marina Committee's questions concerning the proposed berthing rate increase was the letter of 25 July 1972. (See Appendix C) This letter contained a 20 year "Marina Rate Study" prepared by the Public Works Director of Monterey. The purpose of this study was to justify the need for a berthing rate increase. The study showed that even with the proposed 25% rate hike plus two subsequent hikes the Marina Fund would show a deficit of over \$615,000 in 1992.

Many of the study's assumptions are good. In fact, several are used in this thesis. However, several assumptions are too critical to the study's results. In particular the 5% inflation rate for each year of study, the 6% interest rate for each year, and the \$74,800 yearly replacement fund deposit can influence the 1992 results far too greatly.

A computer simulation of the "Marina Rate Study" was made. Varying the three critical parameters within reasonable bounds leads to results ranging from the \$615,000 deficit to a profit of over \$240,000. For example:

if inflation is set at $3\frac{1}{2}\%$
interest is set at 6%
replacement fund is 50,000
then 1992 results = +\$248,236

if inflation is set at $3\frac{1}{2}\%$
interest is set at 5%
replacement fund is 20,000
then 1992 results = +\$195,742

if inflation is set at 5%
interest is set at 6%
replacement fund is 10,000
then 1992 results = -\$344,241

Further investigation into the City's study shows three entries for dredging amounting to \$111,000. Normally dredging is done on a year to year basis and never for over \$3000 for one year. When questioned the City Staff could give no good reason to expect such a large dredging expense. The City Staff has also agreed that the cost for installing the holding tanks will only be \$10,000 vice the \$25,000 their study allotted.

It is the effect of inflation and interest that is most unappealing in the City's study. It is this author's belief that the methodology used in this thesis will handle interest and inflation in a more realistic manner.

BIBLIOGRAPHY

1. Caywood, T. E., and others, "Guidelines for the Practice of Operations Research," Operations Research, v. 19, No. 5, p. 1123-1258, September 1971.
2. Chartrand, R. L., Systems Technology Applied to Social and Community Problems, Spartan Books, 1971.
3. Frohlich, N., Oppenheimer, J. A., and Young, O. R., Political Leadership and Collective Goods, Princeton University Press, 1971.
4. Haneman, R. H., and Margolis, J., editors, Public Expenditures and Policy Analysis, Markham Publishing Company 1970.
5. Hoos, I. R., Systems Analysis in Public Policy, A Critique, University of California Press, 1972.

INITIAL DISTRIBUTION LIST

No. Copies

1. Defense Documentation Center 2
Cameron Station
Alexandria, Virginia 22314
2. Library, Code 0212 2
Naval Postgraduate School
Monterey, California 93940
3. Department of Operations Research 1
and Administrative Sciences
Naval Postgraduate School
Monterey, California 93940
4. Chief of Naval Personnel (Pers 11B) 1
Navy Department
Washington, D. C. 20370
5. Professor R. von Pagenhardt 2
Navy Management Systems Center
Naval Postgraduate School
Monterey, California 93940
6. Professor Michael Sovereign 1
Department of Operations Research
and Administrative Sciences
Naval Postgraduate School
Monterey, California 93940
7. LT Steven K. Long, USN 2
8452 E. Rosewood
Tucson, Arizona, 85710
8. Mr. John Nail, City Manager 1
City of Monterey
City Hall
Monterey, California 93940
9. Mr. L. W. McIntyre 1
Public Works Director
City of Monterey
City Hall
Monterey, California 93940

10. Mr. Ronald Beach, Finance Director 1
City of Monterey
City Hall
Monterey, California 93940
11. Mr. George Clemens 1
699 Grove
Monterey, California 93940
12. Rear Admiral E. E. Stone, USN (Ret) 1
98 Mar Vista Drive
Monterey, California 93940
13. Mr. Dominic Grillo 1
1117 Shell Avenue
Pacific Grove, California 93950
14. Board of Directors 1
Monterey Peninsula Yacht Club
P. O. Box 91
Monterey, California 93940
15. Mr. Gordon Lewis 1
71 Wellings Place
Monterey, California 93940

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) An Analysis of the Future Alternatives for the Monterey Marina and Harbor		5. TYPE OF REPORT & PERIOD COVERED September 1973
7. AUTHOR(s) Steven Kenneth Long		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS Naval Postgraduate School Monterey, California 93940		8. CONTRACT OR GRANT NUMBER(s)
11. CONTROLLING OFFICE NAME AND ADDRESS Naval Postgraduate School Monterey, California 93940		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) Naval Postgraduate School Monterey, California		12. REPORT DATE September 1973
		13. NUMBER OF PAGES 138
		15. SECURITY CLASS. (of this report) Unclassified
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Monterey Marina Monterey Harbor Cost Benefit Harbor and Marina future alternatives		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This thesis provides the City of Monterey a new approach with which to analyze the future alternatives of its Marina and Harbor. Costs and benefits based on 1973 dollars are estimated for twenty year planning periods. Coordination between the Monterey City Council and the Monterey Marina Committee is emphasized and crucial to the analysis. A sample twenty year investment plan is provided and examined. Also included is a brief history of Monterey, its waterfront and its Marina and Harbor.		

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE(When Data Entered)

DD Form 1473 (BACK)
1 Jan 73
S/N 0102-014-6601

Unclassified

SECURITY CLASSIFICATION OF THIS PAGE(When Data Entered)

Thesis
L79328
c.1

Long

14CS48

An analysis of the
future alternatives for
the Monterey marina and
harbor.

1975
1975

26953
28822

Thesis
L79328
c.1

Long

14CS48

An analysis of the
future alternatives for
the Monterey marina and
harbor.

thesL79328

An analysis of the future alternatives f



3 2768 001 03365 7

DUDLEY KNOX LIBRARY